

Graduate School of Business 1972/73

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Indiana University / Bloomington, Indiana



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Indiana 47401.

Vol. LXIX, No. 30
Bloomington, Indiana 47401
December 30, 1971

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Indiana University

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Joseph M. Waldman, D.B.A., Assistant Dean for Administration

Harvey C. Bunke, Ph.D., Associate Dean, and Coordinator of Overseas Projects

R. Stansbury Stockton, Ph.D., Chairman of the Doctor of Business Administration Program

Jack R. Wentworth, D.B.A., Chairman of the Master of Business Administration Program

Frank Parrish, M.S., Administrative Director of Graduate Programs

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Calendar, 1972-73

New student orientation and counseling

University Division

Transfer and graduate

Counseling

Registration

Classes begin

Labor Day recess

Midterm reports due

Thanksgiving recess begins
(after last lass)

Classes resume

Classes end

Departmental exams begin

Departmental exams end

First Semester

Aug. 22, T, 9 a.m.

Aug. 22, T, 9 a.m.

Aug. 23, 24, 25, 26; W, Th, F, S

Aug. 23, 24, 25, 26; W, Th, F, S

Aug. 28, M, 7:30 a.m.

Sept. 4, M

Oct. 20, F, 5 p.m.

Nov. 21, T

Nov. 27, M, 7:30 a.m.

Dec. 16, S

Dec. 18, M, 7:45 a.m.

Dec. 20, W, 5:15 p.m.

Second Semester

Jan. 9, T, 9 a.m.

Jan. 10, 11, 12, 13; W, Th, F, S

Jan. 10, 11, 12, 13; W, Th, F, S

Jan. 15, M, 7:30 a.m.

March 9, F, 5 p.m.

March 10, S

March 19, M, 7:30 a.m.

April 18, W

May 5, S

May 7, M, 7:45 a.m.

May 9, W, 5:15 p.m.

May 14, Sun, 3 p.m.

* 9:30, 10:30, 11:30, and 12:30 classes do not meet.

First Summer Session (6 weeks)**May 14-June 21**

Counseling	May 14, M
Registration	May 14, M
Classes begin	May 15, T
Classes end	June 21, Th

Intensive Session I**May 14-31**

Counseling	May 14, M
Registration	May 14, M
Classes begin	May 15, T
Classes end	May 31, Th

Intensive Session II***June 8-23**

Counseling	June 8, F
Registration	June 8, F
Classes begin	June 9, S
Classes end	June 23, S

Second Summer Session (8 weeks)**June 22-August 17**

Counseling	June 22, 23; F, S
Registration	June 22, 23; F, S
Classes begin	June 25, M
Independence Day recess	July 4, W
Classes end	Aug. 17, F

Intensive Session III**June 25-July 12**

Classes begin	June 25, M
Independence Day recess	July 4, W
Classes end	July 12, Th

Intensive Session IV†**July 16-31**

Classes begin	July 16, M
Classes end	July 31, T

Intensive Session V**August 1-17**

Classes begin	Aug. 1, W
Classes end	Aug. 17, F

* Three Saturday class meetings necessary in this session.

† One Saturday class meeting necessary in this session.

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Indiana University General Statement

Indiana University provides a statewide system of public higher education. Created in 1820 by an Act of the General Assembly, Indiana University has grown until it is now ranked the eighth largest university in the nation in terms of full-time enrollment. The University is composed of various academic schools and divisions, with a faculty exceeding 3,000. To meet the needs of approximately 67,448 full- and part-time students, the University offers 5,000 courses of instruction in more than 100 departments. Its graduate divisions offer 36 advanced degrees in 62 areas.

Students from all fifty states and from many foreign nations are enrolled on its eight campuses. Indiana University is in year-round operation, with two regular semesters and a summer program which is one of the largest in the nation.

Campuses

The major divisions of Indiana University are the Bloomington campus, Indiana University - Purdue University at Indianapolis (IUPUI), and six more campuses serving population centers over the state.

The Bloomington campus comprises 2,000 acres of woodland traversed by the meandering stream known to generations of students as the Jordan River. Most major academic buildings are confined to the area between Third and Tenth Streets and Indiana and Jordan Avenues, while the Halls of Residence, fraternity and sorority houses, and University service divisions border this area. Buildings for the most part are constructed of native limestone, enhancing the natural beauty of the campus.

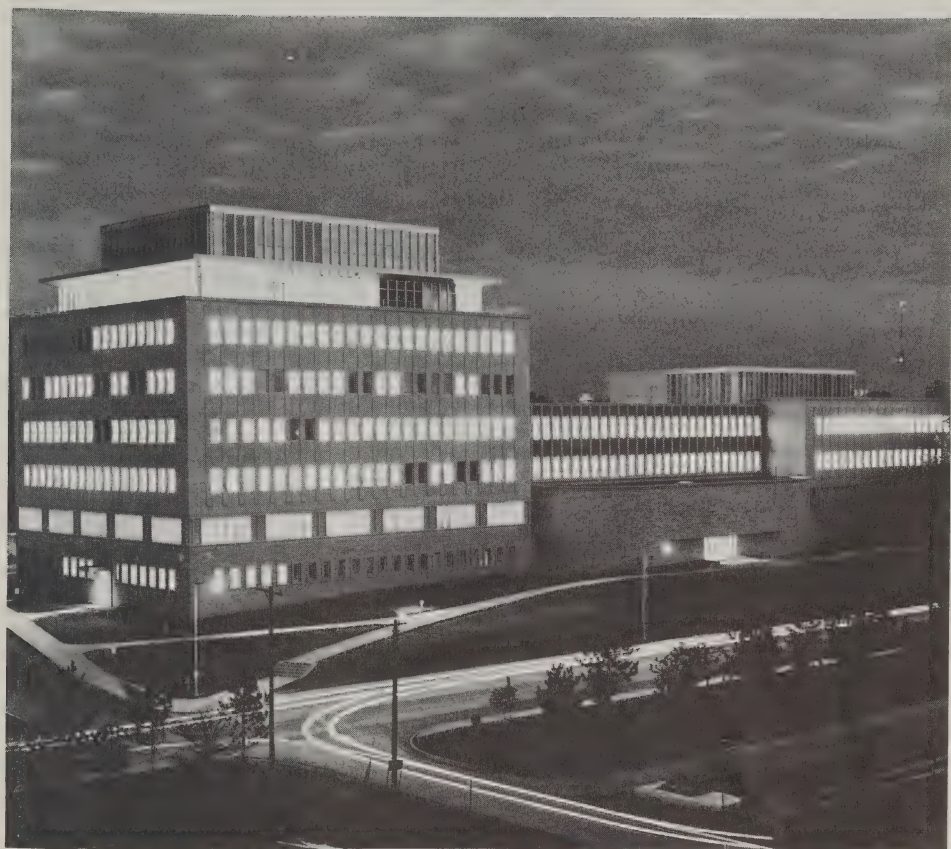
Indiana University - Purdue University at Indianapolis administratively unifies operations of these two universities at Indianapolis. The state's major concentration of health-care resources, situated on the near west side of the city, includes the School of Medicine, with its Division of Allied Health Sciences, and the Schools of Dentistry and Nursing. Extensive hospital and related facilities provide students with clinical experience. Other facilities include academic and administrative buildings, clinical and research laboratories, residence halls, and the Union Building. On nearby sites, buildings have been constructed to house the former Downtown Campus Programs. Other IUPUI units are the 38th Street Campus (offering Purdue academic programs), the Graduate School of Social Service, the Normal College of the American Gymnastic Union, the Herron School of Art, and the Indiana University Indianapolis Law School.

The other campuses of Indiana University are Indiana University East, Richmond; Indiana University at Fort Wayne; Indiana University at Kokomo; Indiana University Northwest, Gary; Indiana University at South Bend; and Indiana University Southeast, Jeffersonville-New Albany.

Additional University facilities include Bradford Woods, the Goethe Link Observatory and the Morgan-Monroe Observatory of Goethe Link, the I.U. Biological Station on Crooked Lake, the Kent Farm site, the Lake Monroe biology site, the Angel Mounds historical site near Evansville, Indiana, the Geologic Field Station in Montana, and Camp Brosius at Elkhart Lake, Wisconsin.

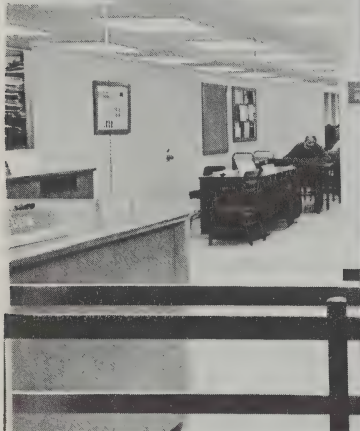
Libraries

In summer, 1969, Indiana University opened its new \$15-million University Library. The completely air-conditioned building is divided into three main areas: a five-floor west tower in which the Undergraduate Collections are shelved; a twelve-floor east tower in which the General Collections are housed on stack floors; and a general services area underlying and connecting the two towers. Other features of the new building include 900 individual study carrels, numerous faculty studies and seminar rooms, smoking lounges, temporary lockers, a cafeteria-snack bar, and offices and classrooms of the Graduate Library School. Approximately half of the University's collection of more than five million volumes is located in the University Library. The other volumes are conveniently distributed in reading rooms and departmental libraries (Anatomy-Physiology, Biology, Business, Chemistry, Education, Fine Arts, Geology, Law, Music, Optometry, and Physics-Mathematics-Astronomy); in the Lilly Library for special collections and rare books; in the several libraries at the other Indiana University campuses; and in housing units in the Halls of Residence system on the Bloomington campus.



School of Business Building

BUSINESS



LIBRARY



The Graduate School of Business

Graduate Study

Unlike schools of law and medicine, graduate schools of business vary considerably in curricula, philosophical approach, and teaching methods. Some are geared principally to one or a few of the traditional functions of business, such as accounting, marketing, or finance. Others emphasize certain techniques or points of view, such as quantitative analysis or the behavioral sciences. A few concentrate on augmenting undergraduate work with intensive "how-to-do-it" courses or consist principally of a concentration of courses in applied economics. Other variants include programs especially oriented to particular categories of students, such as scientists or engineers. The M.B.A. Program at Indiana University fits none of the above categories. Instead, in keeping with its purpose of providing professional preparation and foundation, the program has breadth and flexibility. It is analytically strong and a program in which a certain degree of specialization is possible but not mandatory. Within a framework of instruction in fundamentals, individual study programs are fitted to the student's professional objectives.

At the M.B.A. level the curricula are primarily action oriented, aimed at talented individuals with managerial and entrepreneurial inclinations who aspire to careers in the world of business. The M.B.A. Program is designed to provide these individuals with professional training which will equip them to discharge executive responsibilities.

Programs at the D.B.A. level, on the other hand, are academically oriented toward the development of professional scholars, teachers, and researchers. Research, teaching, and study experiences are emphasized through courses, reading, symposia, and close association with faculty members. Those candidates who have a potential interest in doctoral study are encouraged to discuss this goal with their advisers, who will assist the candidates in planning specific programs.

Doctoral study in business administration is based on a thorough commitment of the individual student to scholarly excellence and on the concomitant resolution by the institution to provide the best possible resources in both faculty and facilities.

Business Library

The Business Library, a branch of the Indiana University Libraries system, is located in the School of Business Building. It contains a carefully selected collection of 100,000 items including those books, journals, and loose-leaf services which are the most useful for students of business. These materials are arranged on open shelves with unlimited access by students and, except for reference books, may be borrowed for use outside the library. To provide more current information, the Business Library also includes a large collection of corporate annual reports and computer-indexed pamphlets. At the request of class instructors, a collection of books is maintained on closed reserve.

Persons doing research in some subjects will find it necessary to use the economics and government documents collections and the older business materials which are located in the University Library directly across the street from the Graduate School of Business. Materials required for study of business teacher education are also housed in the University Library.

Computer Centers

The Business Computer Center meets the data processing needs of the faculty, staff, and students of the Graduate School of Business. The backbone of the operation is a Honeywell 200 computer which acts primarily as a remote input-output device to the larger CDC 6600 system at the Indiana University Research Computing Center. The Honeywell 200 does have a limited stand-alone capability using easycoder programs, primarily for specialized listing.

The computer facility also includes six IBM keypunches, an IBM 514 reproducing punch, an IBM 082 sorter, and an IBM interpreting keypunch.

Programs are classified either as research jobs or instructional jobs, depending upon their nature. Faculty, seminar, and dissertation programs are generally classified as research jobs and receive preferential running time relative to instructional programs. Instructional jobs are generally those programs required for School of Business course work, where student participation is massive.

The Business Computer Center is open approximately 60 hours per week with an on-line capability during 40 to 50 of these hours. The Center can handle programs in Cobol, Fortran IV, Simscript, or Binary. In addition, the Algol and Snobol languages offered by the Business Computer Center include program consulting for Fortran and Cobol, advice on the use of keypunch and unit record equipment, and guidance in the use of the biomedical series of programs.

Division of Research

Founded in 1925, the Division of Research is an integral part of the Graduate School of Business. The functions of the Division are centered around three major areas of activity.

The Division develops and administers many of the goal-oriented research projects that are endorsed by the Graduate School of Business and supported by research grants from external sources. In addition, it maintains on-going research programs which are continuous in nature. Most of these projects and programs are centered around the business and economic environment of the state of Indiana.

The Division provides facilities to support individual faculty members and advanced graduate students in their research efforts. This includes use of the Behavior Laboratory, Research Computer Center, and Calculating Room, as well as staff assistance whenever possible.

The Division maintains a formal publications program for the communication of research results and other writings originating in the Graduate School of Business. In addition to books and monographs, the Bureau publishes the bimonthly **Indiana Business Review** and the monthly **IBR Data Supplement**.

Business Horizons

A publication of the Graduate School of Business, **Business Horizons** has as its major goal meshing the thinking of two worlds: academia and business. It publishes the best articles on current and emerging problems of business, thereby hoping to stimulate managers to consider all aspects of issues and to continue their study of business.

Business Horizons is published in February, April, June, August, October, and December. It reaches all echelons of managers but is particularly directed at managers who are moving from middle management to positions of greater authority. **Business Horizons** actively solicits articles from business and government executives as well as the best academic writers.

Behavioral Laboratory

Much of the research conducted by the Graduate School of Business is of a psychological and sociological nature. In recognition of this fact, the Behavioral Laboratory was developed as an integral part of the School when it moved to its present site. It has proved to be an invaluable asset for the purpose of investigating task behavior, consumer behavior, group interaction, problem-solving, learning, role-playing, and decision-making.

The Laboratory consists of one large testing room flanked by five smaller ones. These rooms are coordinated from a central control room which is completely fitted with audio and video recording equipment. Intercoms and amplifiers link each room while slide projectors, playback equipment, and tape recorders are instantly available. Almost any arrangement of apparatus can be set up for experimentation by remote control. A series of one-way mirrors enables the experimenters to observe the subjects. Such observation is usually done with the knowledge of the subjects in an attempt to put them at ease and ensure their cooperation.

The Laboratory is administered by the Division of Research and is available to all professors, doctoral students, and faculty assistants. While students, primarily undergraduates, are the main participants in the experiments, outside groups periodically make use of the facilities. During the summer, for example, businessmen gather from across the country for conferences and refresher courses and often spend time in the Laboratory under the sponsorship of their companies.



The M.B.A. Program

Business as a Profession

The student contemplating a career in business need make only a cursory investigation to establish that the multiple functions and services characteristic of modern business are directed and carried on by professionals in every sense of the word. While many of today's business leaders gained their professional status and competence without the aid of formal education, few can be expected to do so in the future. Formal education increasingly will be the route to career advancement.

Though of relatively recent origin, graduate schools of business now serve the business profession in a manner not unlike law and medical schools serve their respective professions. A variety of study programs leading to master's and doctor's degrees have been created. Numerous research and development projects have been established. Executive education programs have been initiated. Continuing professional education has been made readily accessible through seminars, clinics, and professional journals. Faculty members of graduate schools of business are in great demand as consultants.

Objective and Orientation

The primary objective of the M.B.A. Program is to train future executives to deal with problems of choice, complexity, and change involved in successful management of a complex firm in an ever-changing environment. Since careers in business actually extend over several decades, preparation must necessarily include not only thorough grounding in the basic fundamentals of current knowledge but also development of the ability to adapt, to initiate, and even to control change itself. The faculty strives to develop this grounding and ability in all M.B.A. candidates.

The focus of the M.B.A. Program is on the individual business firm operating in a profit-oriented, free enterprise economy. The business firm is analyzed as an economic, a social, and a political unit operating within an environment with regional, national, and international dimensions. Further, the Program is distinctly oriented toward the future. Technological advancements and social changes are considered to be necessary and inevitable processes, to which the manager must be prepared to adapt or to control.

The Academic Environment

The aim of the faculty is to use the teaching method which will best present the subject matter. Not all disciplines can be presented in the same way, and as a result, various teaching methods are employed. Some subjects may best be presented through the use of business cases simulating actual experience; others are better presented through the use of lecture and discussion groups; still others lend themselves best to laboratory instruction, while the small seminar is best in some. The physical facilities of the School of Business Building are such that the various teaching methods may be employed.

Ample attention is given to those subject matter areas which traditionally have been included in curricula of business administration.

M.B.A. Program Design

Semester I	Semester II	Semester III	Semester IV
Mathematical Tools K501-K502	Quantitative Analysis K503	Major	Major
Organizational Behavior Z502 or Z503	Major	Administration W502	Policy W518
Accounting A501 or A502 or A503 or A504	Managerial Economics G502	Business Conditions Analysis G501	Elective
Environmental Option	Finance, Marketing, or Production F502, M502, P502	Finance, Marketing, or Production F502, M502, P502	Finance, Marketing, or Production F502, M502, P502

Instruction, however, goes beyond the traditional approach to include numerous fields of knowledge which contribute to complex decision-making in a modern business environment of national and international dimensions. Candidates are encouraged to continually analyze, to anticipate, to innovate, and otherwise prepare themselves for a dynamic professional career. As the new disciplines emerge—and they have emerged rapidly during recent years—they are appropriately integrated into the instructional patterns.

M.B.A. Program Design

The basic philosophy of the M.B.A. Program recognizes that business policy and procedure is subject to change over time, that the methods of tomorrow may bear little semblance to the techniques in current use. For this reason greater stress is laid upon sound general principles and decision-making techniques that provide a base for continuing learning, rather than upon business procedures which are subject to obsolescence.

To accomplish this purpose the Program involves:

Preparation in the Basic Disciplines

A base of underlying disciplines relevant for business consists of a knowledge of economics, quantitative techniques, and the social and behavioral sciences.

Preparation in the basic disciplines is considered necessary to assure a thorough understanding of economic behavior as it relates to fundamental decisions involved in the business firm. Additionally, such a foundation is needed for comprehension of concepts, symbolism, and methods of quantitative analysis currently employed by professional managers and entrepreneurs. Finally, the viewpoint, strategy, and substance of the behavioral sciences must be related to the internal and external operation of the firm in order to develop a clear picture of the firm within its operational environment.

Course requirements in the basic disciplines are:

Economics

- G501 Analysis of Business Conditions
- G502 Managerial Economics

Quantitative Analysis

- K501 Mathematical Tools for Business Analysis
- K502 Mathematical Tools Laboratory
- K503 Statistical Tools of Quantitative Analysis

Behavioral Analysis

- Z502 Organizational Behavior and Human Performance, or
- Z503 Organizational Behavior and Organizational Effectiveness

Preparation in Environmental Conditions

Because business decisions are always made in the face of constraints imposed by the environment, the M.B.A. candidate must be prepared in the knowledge of these constraints and how to deal effectively with them. To this end, the M.B.A. Program includes the requirement of at least three credit hours in the study of environmental conditions. If the student has not developed a thorough knowledge of business law, the course L501, Legal Environment of Business, is required.

Other courses that may be taken to fulfill the requirement in environmental conditions are:

- D502 Introduction to International Business
- F545 Money and Capital Markets
- G503 Business and Public Policy
- G560 Explorations in Entrepreneurial History
- N525 Private and Public Programs in Life and Health Insurance
- R502 Administration of Real Estate Resources
- S503 Applied Urban Economics: Theory, Problems, and Policy
- T501 The Transportation Dimension
- U501 Public Utility Theory and Analysis
- W504 Society, Business, and Administration

Development of Proficiency in Business Operations

Since this knowledge of tools and techniques must be applied to management problems, the M.B.A. Program places heavy emphasis upon the development of proficiency in the application of analytical approaches to the solution of managerial problems arising throughout the business firm. The use of sophisticated tools is sterile without a thorough understanding of the problem to be solved. Thus, a thorough groundwork in business operations and the development of proficiency in applying knowledge, concepts, and analytical methods to problems arising in managerial information systems, internal operations, and the external environment is an important part of the M.B.A. Program.

Courses required in the proficiency areas are:

- A501 Accounting Function in Business, or
- A502 Financial Accounting, or
- A503 Management Accounting
- F502 Management of Business Finance
- M502 Marketing Management
- P502 Production Management

Development of a Specialization and Breadth of Experience

While the M.B.A. curriculum is primarily one of breadth, moderate specialization is a characteristic of most programs. The particular objectives and educational requirements of each candidate will determine the elective portion of his program of study. Within the framework of the basic program, each candidate has considerable flexibility in selecting an area of professional concentration from the following:

- Accounting
- Business Education
- Business Economics and Public Policy
- Business Logistics
- Finance
- Health Care Administration
- Insurance
- International Business Administration
- Management and Administration
- Management of Cultural Enterprise
- Management Information Systems
- Management of Public Enterprise
- Marketing
- Personnel and Organizational Behavior

Production Management and Industrial Engineering
Quantitative Business Analysis
Real Estate Administration
Transportation

Synthesis and Integration

Synthesis of the basic disciplines and proficiency areas, in terms of decision-making, the firm, and business environment, is directed toward the processes involved in administering the business enterprise. Further, such integration is needed in order to establish the philosophy, goals, and policies for guiding the affairs of the firm, evaluating its progress, and contributing to its continuing improvement and advancement.

Two courses are required in this area:

W502 Administration

W518 Administrative Policy

The "M.B.A. Program Design," page 14, presents a "typical" program for a candidate who enters the Graduate School of Business with an undergraduate background in a nonbusiness area. Although the sequencing of the subject matter areas of the program appears to be quite rigid, the order noted in the diagram is subject to variation—based upon the undergraduate preparation of the candidate. The course structure in this particular example may not be specifically applicable to all candidates with nonbusiness academic backgrounds. It does serve, however, to illustrate the comprehensive nature and particular structure of a program which **could** comprise such a graduate's curriculum. Certain exemptions may be allowed based upon the candidate's undergraduate and professional background. The courses included in the basic program areas are shown on page 15.

Admission Requirements and Procedures

The demands made upon candidates pursuing the M.B.A. degree are quite rigorous. Admission to the Program is thus limited to students of demonstrated aptitude, ability, and scholarship. Normally, an accumulative grade-point index of 2.8 (4.0=A) is considered to be the minimum level of undergraduate academic performance necessary for admission. Undergraduate grades, more than undergraduate subject matter, often presage success or failure in graduate study. Thus, the M.B.A. Committee encourages applicants who have undergraduate training in science, engineering, liberal arts, and other areas.

The prospective candidate should complete and return an Application for Admission form available from the Graduate School of Business. He should also request **all** colleges and universities which he attended to mail certified copies of his transcripts to:

Administrative Director of the M.B.A. Program
Graduate School of Business
Indiana University
Bloomington, Indiana 47401

Although a student may not have completed his undergraduate work at the time of his application, a decision will be made on the strength of the student's work at the time of his application. However, a final

transcript, showing graduation, must become a part of the student's permanent record before he can be enrolled in the M.B.A. Program.

The student may choose to submit letters of recommendation to the M.B.A. Program Admissions Committee. Such letters should deal with the applicant's ability to perform well academically in the M.B.A. Program. References should address their letters to the Administrative Director of the M.B.A. Program.

A nonrefundable application fee of fifteen dollars (\$15) is required of all applicants who have not previously attended Indiana University.

Admission Test for Graduate Study in Business

Each applicant to the M.B.A. Program is required to submit his scores on the Admission Test for Graduate Study in Business. The test is prepared by the Educational Testing Service and is given five times yearly at numerous locations throughout the United States and various foreign countries. Arrangements to take the test at a designated center must be made at least two weeks prior to the test date (one month at established foreign centers). Applicants should request application materials from:

Educational Testing Service
20 Nassau Street
Princeton, New Jersey 08540

Applicants for financial awards must take the test in November or February. Other applicants may take it as late as April.

Application Deadlines

Candidates may begin the Program in May, June, August, or January. A balanced offering of courses is available in each semester and the summer session. Application deadlines for the four entrance periods are as follows:

Entrance	Deadline
May	April 1
June	April 1
August	June 1
January	November 1

Admissions Committee

Each application with accompanying transcripts and other documents is considered carefully by this Committee of faculty members. While the applicant's undergraduate scholastic performance is the most significant index of his ability to do creditable graduate work, the scores on the Admission Test can weigh heavily in the final decision of the faculty members. Their aim is to select those applicants who can successfully complete graduate study and meet the demands which will be imposed upon them. An applicant will be notified of the Committee's decision as soon as all application documents are on file and in proper form.

Special Students

Special students are nondegree candidates who have been admitted to the M.B.A. Program in order to take less than the required full-time semester class load. Admission procedures and requirements are exactly

the same as for degree candidates. However, the special student status is granted for only one semester. A special student wishing to enroll a second semester must petition the Admissions Committee for permission to do so.

Degree Requirements

Residence and Length of Program

The academic year for the Graduate School of Business at Indiana University is divided into two semesters of 16 weeks each plus one eight-week summer session. The usual class load in the summer session is one-half the regular semester load. Thus, two summer sessions are the equivalent of one semester. A full-time semester class load is considered to be 12 semester hours of graduate credit.

Each candidate is required to complete four semesters of full-time graduate study. A minimum of 48 hours must be completed in residence. After one semester in residence, candidates whose performance and potential are outstanding may take as many as 15 semester hours of study in the succeeding semester, given the approval of the M.B.A. Committee.

Grading

The minimum passing grade for any course taken for graduate credit is C. A cumulative grade-point index of 2.75 (4.0 = A) or higher in all work taken for graduate credit must be earned as a prerequisite to continuation in good standing and for purposes of graduation. Any candidate whose graduate cumulative average falls below 2.75 will be considered on strict academic probation and required to remove the deficiency in the next period of full-time enrollment. Any candidate who receives a grade-point index of 2.25 or below in any single semester will automatically be expelled from the MBA Program.

Transfer Credit

A maximum of 6 hours of credit toward the M.B.A. degree in the Graduate School of Business may be transferred from other accredited graduate programs with the approval of the M.B.A. Committee. No graduate credit is granted for correspondence courses.

Accounting Specialization

Students who plan to enter the accounting profession—public, industrial, or governmental—and who have baccalaureate degrees in non-business fields may make adequate preparation within the normal two-year term. These students may work out a special program involving limited substitutions with an adviser from the Department of Accounting, subject to the approval of the Chairman of the M.B.A. Program.

M.B.A. - J.D. Joint Program

A four-year program leading to both the M.B.A. and J.D. degrees will be offered to students holding an accredited bachelor's degree. Candidates to the program must apply for admission to both the Business School and the Law School. A candidate must meet the admission criteria as

published in each school's *Bulletin*. If a candidate is admitted to only one school, he will be permitted to attend the school to which he is admitted. The study sequence of students will normally be as follows:

First year—Law School

Second year—Business School

Third and fourth years—divided program at both schools.

Scholarship applications should be submitted to both schools.

Other Requirements

In addition to the foregoing requirements applying to all candidates, the students in some concentrations may be required to present written reports of the results of research on a business problem. Acceptability of the research report is determined by the candidate's faculty adviser. Course credit for such research is allowable up to one-half a semester's credit.

The program must be completed within seven calendar years from the date of the candidate's first enrollment.

Financial Assistance for M.B.A. Candidates

Fellowships and Scholarships A number of fellowships and scholarships are available to qualified M.B.A. candidates. Fellowships and scholarships are awards that are made to academically deserving persons who will not be required to perform any duties in return for the stipend. Fellowships and scholarships allow for a reduction of fees to the in-state level.

Some of the fellowships and scholarships are listed below.

The Chaffee W. Shirk Memorial Scholarship is awarded to a graduate student enrolled as a full-time student in the Graduate School of Business who is preparing for and plans to engage in the occupation of commercial banking. The amount of the scholarship varies from \$500 to \$1,000.

Fee Remission Scholarships are financial awards amounting to the entire fee. For out-of-state students, this amount will be approximately \$1,550 for the academic year; for in-state students, approximately \$675.

The Indiana Bankers Association Scholarship in Banking and Finance is awarded to an outstanding, full-time graduate business student preparing for a career in finance and banking. In order to be considered, the applicant must have an undergraduate degree in business, economics, finance, or banking. The award is a \$2,500 scholarship to provide support during the two-year period required to obtain an M.B.A. degree.

International Business Administration Fellowships are awarded to graduate students who qualify both in demonstrating interest in international business administration and in scholarly achievement in preparation for graduate study in international business administration. These fellowships range in amounts up to \$4,000 and, in addition, the holder is entitled to a reduction of fees to the in-state level. U.S. citizens should apply before March 1; international students, before February 15.

The Walter E. Heller Fellowship is awarded annually to an M.B.A. candidate on the basis of academic promise. This \$1,000 award is made available by Walter E. Heller & Company and can be awarded to either first- or second-year M.B.A. students.

Graduate Assistantships A sizeable number of M.B.A. candidates are appointed as graduate assistants. Numerically, these appointments constitute the most common type of financial aid. Stipends vary from \$800 to \$2,000 per academic year, plus partial exemption from all but allocated fees (currently \$73 per semester). Graduate assistantships carry a service obligation to the Graduate School of Business, such as working with faculty members and administrative officers on research projects, administrative duties, counseling, and other official activities. Many graduates now look back on their associations in these assignments as among the most rewarding of their graduate study experiences.

Teaching Assistantships A limited number of teaching assistantships for M.B.A. candidates is awarded each year. Typically, the largest number of these awards is made to M.B.A. candidates qualified to teach undergraduate accounting courses. These service stipends vary from \$1,400 to \$1,800 per academic year and a half or a full fee remission scholarship.

Application Procedure

Application Forms Applicants for financial assistance may obtain application forms from:

Administrative Director of Graduate Programs
Graduate School of Business, Room 254
Indiana University
Bloomington, Indiana 47401

An applicant wishing to apply for a particular award should indicate the award on the application form.

The Application for Financial Assistance should be sent to the Administrative Director of Graduate Programs with the completed Application for Admission.

Application Deadlines and Selection Awards are normally committed on an academic-year basis (August to May), although in December a limited number of appointments are made to January entrants.

In considering all applications for financial assistance, priority is given to individuals whose academic performance reflects a high degree of scholastic and career potential. Selection of candidates is made by faculty committees. The following schedule gives application deadlines (with the exception of the International Business Administration Fellowship) and dates by which applicants may expect answers on their applications.

Entrance	Deadline	Applicant informed by
May	March 15	April 15
June	March 15	April 15
August	March 15	April 15
January	November 1	December 1

Office of Scholarships and Financial Aids

Students who need financial assistance not provided by any of the awards already mentioned are eligible to apply for either short- or long-term loans which carry a low rate of interest. The University loan program is administered by the Office of Scholarships and Financial Aids, which also makes disbursements under the National Defense Student Loan Program. Inquiries concerning these sources should be made directly to:

Office of Scholarships and Financial Aids
809 East Seventh Street
Indiana University
Bloomington, Indiana 47401

Fellowships for Minorities The growing emphasis on equal job opportunities has created a gap between the supply of and demand for qualified minority persons in the management career field, a field to which the Master of Business Administration curriculum has become a very important avenue.

The graduate schools of business of five universities—Indiana University, the University of Rochester, Washington University, the University of Wisconsin, and the University of Southern California—have created the Consortium for Graduate Study in Management to provide the educational opportunities which will hasten the entry of minority persons into managerial positions. Two different programs have been developed to provide the educational opportunity.

Graduate Fellowships in Business for Minorities are for minority students who are interested in pursuing a management career in business. Each student undertakes the regular Master of Business Administration curriculum at one of the five graduate schools of business or management.

These curricula aim to develop the analytical, problem-solving, and decision-making abilities so necessary to the success of the professional manager in the dynamic business organization. These abilities will equip him to solve the difficult and critical problems associated with change, choice, and complexity, both in his professional career and in his community involvement. These M.B.A. programs include study of the basic disciplines—accounting, finance, marketing, organizational behavior, production, quantitative business analysis, and research. The programs also provide limited concentration in one or more areas of special interest.

Graduate Program for Management Careers in Public and Private Not-for-Profit Organizations provides fellowship support to students interested in managerial careers in public and private not-for-profit organizations. Each student undertakes a program of study similar to the M.B.A. program discussed under the Graduate Fellowships in Business described above. However, the specific programs offered at the five graduate schools of business vary. A student interested in a management career in public and not-for-profit organizations should write the Consortium office for details of other programs offered at the Consortium schools.

Financial Support Each person who qualifies for admission to the program will receive a fellowship to pursue his M.B.A. studies at one of

the five Consortium universities. The fellowship provides free full tuition at the university which the student attends, plus a stipend of \$2,000 for the first year and a \$1,000 stipend for the second year provided that the student maintains the standards set forth by the graduate school of business in which he is enrolled. Loans will be available to meet additional established need for each of the two years. Information and application forms can be obtained by writing to:

Dr. Sterling H. Schoen, Director
Consortium for Graduate Study in Management
101 North Skinker Boulevard
Box 1132
St. Louis, Missouri 63130





Business Placement Office

Placement

The faculty and staff of the Graduate School of Business at Indiana University recognize their responsibility in assisting graduates to establish proper employment affiliations within the business community—or, in some instances, in governmental or other agencies. The Graduate School of Business maintains a professionally staffed placement service, the Business Placement Office. The aim of the Placement Office is not simply to help each candidate find a job. Rather, it is to assist him in finding the type of opportunity in which he is most interested and for which he has demonstrated the most potential. The Placement Office has gained a solid reputation for serving prospective employers who look to it for assistance in building their organizations.

By the end of the current academic year, communications will have been received from representatives of more than 2,000 business firms, and more than 700 of these firms will have sent representatives to the campus. Among these business firms and others, the M.B.A. currently commands a substantial premium in initial salary.

Interviews are conducted throughout the year, with most firms coming to the campus twice. This system allows the student maximum freedom in scheduling interviews and visitations while minimizing the effect upon his classroom studies. Interviews are conducted in the spring for students desiring summer positions between the first and second years of the M.B.A. Program.

The employment services of the Placement Office also extend to Indiana University alumni. Any alumnus who desires to relocate is invited to take full advantage of the facilities of the Placement Office.

The M.B.A. Program at Indianapolis

Criteria regarding the objectives, orientation, program design, and selection of candidates are identical for the Indianapolis and Bloomington campuses.

A maximum course load of two three-credit-hour courses per semester is imposed upon Indianapolis Program candidates. Hence, the Program's appeal is to those who are employed full-time in the community and who are willing to spread their degree programs over a normal period of four years.

Although the M.B.A. Program at Indianapolis is offered by the Graduate School of Business of Indiana University and has the same admission criteria, acceptance to degree candidacy at either Indianapolis or Bloomington does not constitute acceptance to the other.

Since candidates in Indianapolis have a broad range of educational backgrounds, needs, and career goals, the course of study is planned individually for each candidate. In general, however, each candidate is required to fulfill the basic requirements for an M.B.A. degree.

Fees for the 1972-73 academic year will be assessed by credit enrollment. Information concerning fees can be found on page 41. Most businesses in the community are providing financial assistance to their employees enrolled in the M.B.A. Program.

Instruction for the Indianapolis Program is predicated on the premise that the candidates should participate actively in a variety of teaching-learning situations including seminars, case studies, conferences, and simulation and work projects, as well as traditional lectures and recitations. Normally, classes at Indianapolis meet one night per week or on Saturday morning for three hours.

For information pertaining to the Indianapolis Program, write to:

Director of the M.B.A. Program
Cavanaugh 226
Indiana University - Purdue University at Indianapolis
925 West Michigan
Indianapolis, Indiana 46202

The M.S. in Business Program at Indiana University at Fort Wayne, Indiana University Northwest, and Indiana University at South Bend

The purpose of the M.S. in Business Program is to provide high-level graduate education for adults, most of whom are employed in positions of considerable responsibility. This Program is designed for those who have demonstrated the potential for responsible business leadership necessary in a dynamic environment. Since the Program accommodates mainly the full-time employed student, the emphasis is upon a broad exposure to managerial decision-making, with only very limited opportunities for functional area specializations.

The primary objective of the M.S. in Business Program is to prepare the qualified student for a "professional" career in business management. In addition to developing a basic understanding of the functional areas of business and their interrelationships, the Program attempts to challenge the initiative and creativity of each student and to encourage the highest development of his potentialities.

The student body is almost exclusively composed of candidates who have some years of work experience and who continue to hold full-time jobs while engaged in this Program. Most of them enter the Program because their present and/or future positions require increased managerial competence.

The M.S. degree requires 36 credit hours. Because of its length, the nature of the student body, and the fact that its graduates are expected to make decisions in an environment subject to rapid technological change, the course of study emphasizes a broad approach as the basis for future learning, adaptation, and development.

The curriculum is designed to guide each candidate to the type of business management education most needed in his community.

For additional information, write to:

Director of the M.S. in Business Program
Indiana University at Fort Wayne
2101 Coliseum Boulevard East
Fort Wayne, Indiana 46805

Director of the M.S. in Business Program
Indiana University Northwest
3400 Broadway
Gary, Indiana 46408

Director of the M.S. in Business Program
Indiana University at South Bend
1825 Northside Boulevard
South Bend, Indiana 46615



The D.B.A. Program

The Doctor of Business Administration degree is granted to those attaining a high level of competence in the study of business administration and in business research. Career opportunities for persons with the preparation afforded by the D.B.A. Program are abundant. Capable scholars and teachers are needed at the college and university level. Business research specialists are continually being sought to serve the growing needs of education, business, and government. Similarly, students of business administration are playing increasingly important staff and advisory roles within major business and governmental organizations. The shortage of qualified personnel for such assignments accentuates the need and opportunities for current and future graduates.

Administration

Under the direction of the Chairman of the D.B.A. Program, the D.B.A. Committee formulates the policies of the D.B.A. Program and supervises its operation. Since study programs at the D.B.A. level are highly individualized, a major adviser and an *ad hoc* dissertation committee are appointed to advise each candidate during his course of study.

Admission Requirements and Procedures

Supporting Documents

To apply for admission to the D.B.A. Program, the applicant must:

1. Submit a formal application (forms are available from the Chairman of the D.B.A. Program);
2. Arrange for at least three letters of recommendation from persons most qualified to judge the academic potential of the applicant;
3. Arrange to take (or have taken) the Admission Test for Graduate Study in Business. This test is prepared by the Educational Testing Service and is administered at numerous locations throughout the United States five times each year. Information about the test can be obtained from:

Educational Testing Service
20 Nassau Street
Princeton, New Jersey 08540

Applicants who have taken the Graduate Record Examination should also submit the scores of the Admission Test for Graduate Study in Business.

4. Submit official transcripts of **all** college work taken.

All the above documents should be sent to:

Chairman of the D.B.A. Program
Graduate School of Business
Indiana University
Bloomington, Indiana 47401

Application Deadlines

Appropriate application forms and detailed information on admission may be obtained from the Chairman of the D.B.A. Program. Application deadlines are as follows:

Entrance	Deadline
May	April 1
June	April 1
August	June 1
January	November 1

Admissions Committee

Admission to the Graduate School of Business is based on the individual's qualifications as evidenced in his application, official transcripts, scores on the Admission Test for Graduate Study in Business, recommendations, and, in most cases, a personal interview. The candidate's application for admission and supporting credentials are reviewed by the D.B.A. Committee and various members of the faculty.

Highly qualified students with career objectives clearly in mind may enter the graduate program directly from a baccalaureate program with the intention of working toward a D.B.A. degree, and their work will be planned accordingly. Others will begin work toward the doctorate after obtaining the master's degree.

The D.B.A. Program is of a highly individualized nature. Its emphasis is on accommodating the candidate's background and professional objectives. For this reason, admission of qualified applicants may be denied or postponed if, in the opinion of the Dean and the D.B.A. Committee, the number of advanced graduate students in particular areas is too large to assure the applicant the personal attention he needs in completing his program.

Degree Requirements

Residence and Length of Program

Students entering the doctoral program directly from a baccalaureate program should be able to meet all requirements for the D.B.A. degree in a period of four years on a full-time basis. For those matriculating with the M.B.A. degree, the length of the program will depend upon the extent to which their earlier graduate work fulfills the Phase I requirements (see pages 31 and 32). The minimum would be two years of full-time work beyond the M.B.A., and the typical program would require three years, including the preparation of the dissertation.

Program Requirements

Background work in calculus is a prerequisite for admission to the D.B.A. Program. A highly qualified student may be admitted with a deficiency in this area but would have to remove it by taking K501 the first semester.

The D.B.A. Program requirements are fulfilled in three basic phases of study. Although these phases may overlap, the D.B.A. Program requires a logical sequence of course work, teaching experience, and work on the dissertation.

Profile of the D.B.A. Program

Phase I	Phase II	Phase III
Business Operations Accounting and Control A503 Finance F502 Marketing M502 Production P502	Admission to Candidacy Preparation in Major Preparation in Supporting Field Work in Depth—Basic Tool Area (Economic, Quantitative Analysis, or Behavioral Sciences) Preparation for Research Teaching Experience Examinations (Major, Supporting Field, and Basic Tool Area) Dissertation Proposal	Preparation and Defense of Dissertation
Basic Disciplines Organizational Behavior and Theory Organizational Behavior Z502 or Z503 Theories of Organization W530		

Business Economics

Micro G504
Macro G505

Quantitative Business Analysis*

Computer K502
Statistics K503
Math Optimization K511 and
EDP K505 or Multivariate Statistics K512

* Background work in calculus is a prerequisite for admission to the D.B.A. Program. A highly qualified student may be admitted with a deficiency in this area but would have to remove it by taking K501 the first semester.

Proficiency Consultation

Before he enrolls in any courses, the student's background of study in the Phase I courses is examined in detail by the D.B.A. Committee. Based upon the Committee's appraisal of the student's background in these courses, the remaining Phase I requirements are determined.

Phase I

Demonstration of Proficiency in Business Operations

Any recipient of the D.B.A. degree is expected to have an understanding of the operations of the business enterprise as viewed by top management. Special attention is given to top management's concern with production, marketing, finance, and accounting. A student with a carefully planned M.B.A. program **should be able to achieve proficiency in business operations no later than the first semester of post-M.B.A. work.**

Demonstration of Proficiency in Basic Disciplines

Ideally, a student aspiring to obtain the D.B.A. degree receives in his undergraduate program a solid bloc of work in quantitative analysis, economic analysis, and the social and behavioral sciences. Short of this ideal, such preparation should be a part of his M.B.A. program and should provide a basic underpinning to advanced work in business administration. Work at the doctoral level presumes minimal proficiency in each of three disciplines: (1) quantitative business analysis, (2) economic analysis, and (3) social and behavioral sciences. Regardless of his background, the student **should be prepared to attain this proficiency no later than at the close of the first year of post-M.B.A. study.**

Phase II

Admission to Candidacy

The D.B.A. Committee, in consultation with the student's adviser, carefully reviews and makes a determination as to the student's fitness for advancement to formal candidacy in the D.B.A. Program. This review takes place at the end of three semesters of work for students matriculating with a baccalaureate degree and no later than the completion of one year for those entering the Program with the M.B.A. degree.

Preparation in a Major

The program of study for the major is planned with the candidate's adviser in his particular field and consists of a minimum of 15 hours of advanced graduate work. There is no intention that the entire program of study relating to the major must be offered in the administrative department or area represented by that major field. Indeed, encouragement is given to incorporating into a candidate's major the course coverage in other departments or areas where such work is closely related to his interests and helps form a logical total unit of work. Students may major in one of the following:

- Accounting
- Business Economics and Public Policy
- Finance
- Insurance
- International Business Administration
- Management and Administrative Studies
- Marketing

Personnel and Organizational Behavior
Production Management
Quantitative Business Analysis
Real Estate Administration
Transportation

Preparation in a Supporting Field

Each student selects one supporting field which requires a minimum of 9 hours of work. This is work beyond that which is expected as minimal preparation for all D.B.A. candidates.

The supporting field may be selected from the list of fields which qualify as majors. Other eligible fields include, but are not limited to, education, government, history, mathematics, philosophy, psychology, sociology, and behavioral science, as well as those areas offered by the Department of Economics.

Work in Depth in a Basic Tool Area

The doctoral candidate is expected to have special proficiency which enables him to carry forward his research. For the classical scholar, especially in the humanities, this proficiency has included a command of French and German. For the student of business administration, additional work in quantitative business analysis, in economic analysis, or in behavioral sciences may be more meaningful than language proficiency. A program of course work (beyond the minimum expected of all D.B.A. candidates) is available in each option. Some students may enter the D.B.A. Program with proficiency in depth in quantitative business analysis, in economics, or in behavioral sciences. All candidates, however, will be expected to pass an examination in one of these three options. If a student chooses to demonstrate proficiency in depth in two of the basic tool areas, assuming that he is not a major in either of these two areas, his doing so may serve as a substitute for a supporting field.

Double Major Option

As an alternative to the major, supporting field, and work-in-depth plan of study, the doctoral candidate may elect to pursue a double major. The double major concept will allow a candidate to develop greater proficiency in two areas. The double major will consist of 18 hours of work in the candidate's primary field of interest. The second major will consist of 15 hours of work in economics, quantitative business analysis, or behavioral sciences. Each double major program will be planned with the candidate's adviser and must be approved by both the Chairman of the D.B.A. Committee and the Administrative Committee of the D.B.A. Program.

Preparation in Research

Included as part of the major is work in research seminars; some of these are departmental, while others are offered jointly by two departments or areas with common interests, and some are interdisciplinary. Large departments may conduct their own research seminars. Two or more small areas with small numbers of students may have joint seminars or have their students in a broadly based research seminar.

The purposes of these seminars are:

1. To familiarize the student with the important research methodology associated with his major.
2. To identify important problems in the major subject area which call for research.
3. To develop skills in research design.
4. To enable the candidate to prepare a dissertation proposal which he can defend in a formal examination.

Programs are planned in such a manner that, as the candidate progresses toward completion of degree requirements, he gradually moves away from formal courses with lectures and readings and toward his development as a researcher. The research seminars take on greatest importance immediately prior to the time that the candidate embarks upon a dissertation. These seminars blend directly into the dissertation work so that the transition into Phase III of the Program is gradual, logical, and without hesitation.

Teaching Experience

Since nearly all candidates plan to become teachers as well as researchers, supervised teaching experience is an integral part of the Program.

Development of a Philosophy

Each candidate is encouraged to continue working toward a broad basic philosophy for himself and is urged to relate important issues in business administration, and particularly in his major, to a sound fundamental philosophy. Matters of values, goals, and means to ends are considered not only proper but essential in the total development of a scholar at the doctoral level. Somewhere in his program, through courses, discussion, symposia, or other means, the student must become fully cognizant of the broad basic issues associated with business administration and especially those identified with his particular interest. He likewise should formulate intelligent ways of dealing with such issues and put them into the perspective of a total philosophy, which, of course, **must remain his private affair**. Each student is expected to have an acquaintance with the social and institutional forces, arrangements, and relationships which are pertinent to business administration and especially those associated with his major area of interest.

Examinations

Evidence of the candidate's competence in his major area, supporting field, and work-in-depth area is demonstrated by examinations in each of the respective areas. The examinations are designed as exercises in creative and critical thinking, not merely in recollecting facts and familiar analyses. Candidates are advised to prepare well in each area before submitting to the examination process. The written examinations are offered only on the Bloomington campus. They are given three times annually: at the beginning of the spring semester and in the intervals after the close of the spring semester and before the start of the fall semester. If a candidate fails an examination, he must sit for an examination in the

same area during the next period. No candidate is permitted to take an examination in any area more than twice without special petition to the D.B.A. Committee. The Committee is reluctant to grant such petitions and does so only under very special circumstances.

Dissertation Proposal

Examination on the dissertation proposal usually comes near the close of the work in Phase II of the Program. A student should have developed through his seminar experience and through other means a carefully prepared dissertation proposal. A dissertation committee, normally consisting of a chairman and two other members, is appointed to supervise and assist each candidate. A formal oral examination is held over this dissertation proposal. This examination is an important highlight in the total experience of the doctoral candidate. Upon passing the examination successfully, the candidate moves into the third phase of the doctoral program.

Phase III: The Dissertation

Research Integration

An important early part of the dissertation experience is integrated with the advanced course work through the research seminars, which provide a "running start" on the dissertation. A total of 30 hours of dissertation credit (typically X799) is required, but three hours of credit in research seminars taken by the candidate, within or outside his major area, count toward this requirement. The dissertation is written under the supervision of the candidate's dissertation committee, which must verify the completion of the dissertation and certify its acceptability.

Off-Campus Preparation

Candidates who have passed their written examinations and who are pursuing their dissertation research off campus must enroll each semester for thesis or research credit at the regular fee or be enrolled in Graduate G900, a noncredit course, at the fee of ten dollars (\$10) per semester until all degree requirements are completed. Failure to register each semester under either of these alternatives **automatically terminates candidacy.**

Dissertation Deposit

Three copies of the final draft in temporary bindings should be delivered to the D.B.A. Office. These copies are made available for circulation among members of the faculty. The candidate should submit at the same time five copies of an abstract which describes the contents of the dissertation in not more than 600 words.

After the dissertation has been approved officially by the candidate's dissertation committee, it must be on deposit in the D.B.A. Office for at least two weeks prior to the time that a final oral examination is scheduled. This examination is held to bring the candidate's research methods, findings, and conclusions under critical review. He is expected to be able to defend satisfactorily all aspects of his inquiry.

Upon successful oral defense of his dissertation, a candidate is required to submit the unbound original typewritten manuscript and two

bound copies to the D.B.A. Office to be deposited in the School of Business Library. The original copy is sent to University Microfilms, Inc. to be classified and microfilmed. After this process is completed, the copy is returned to the School of Business Library where it is permanently bound, at University expense, and deposited. The candidate is expected to assume the modest costs associated with the microfilming and copyright requirements.

Duration of the Program

All degree requirements, including formal defense and acceptance of the dissertation, must be completed within four years after the date of formal admission to candidacy. Any student whose candidacy lapses will be required to reapply for admission to degree candidacy and will be expected to meet the then current requirements for the D.B.A. degree.

Financial Assistance for D.B.A. Students

Teaching and Research Appointments The faculty of the Graduate School of Business is committed to the principle that no qualified applicant should, because of financial limitations, be denied the opportunity of pursuing doctoral work. The School therefore maintains and participates in a variety of programs designed to render financial aid to D.B.A. candidates.

The more common forms of remuneration are appointments as teaching or research associates. These positions not only enable the individual to pursue the doctoral degree without interruption but also provide valuable opportunities for the professional candidate to gain some teaching experience during the course of his study. D.B.A. students normally do not assume teaching responsibilities until they have completed a substantial part of their course work.

The amount of the stipend connected with these appointments depends on the individual student's academic record, experience, need, and the amount of service that he is in a position to render. Stipends may range from \$1,800 to \$4,200 per academic year; appointments are usually made on a ten-month basis. In addition, these appointments include an exemption from all but allocated fees (currently \$73 per semester).

Graduate Fellowships Each year the Graduate School of Business also appoints a limited number of D.B.A. students to graduate fellowships. These fellowships serve primarily to finance candidates at the dissertation stage of their programs. In addition, fellowships and other forms of support are being made available in increasing numbers by foundations, trade associations, and business organizations. All these funds make an important contribution to the financial support of doctoral candidates. The grants range up to \$4,500 per academic year and usually require no service.

NDEA Fellowships Although most of the applicants for the D.B.A. Program are in the process of obtaining master's degrees, each year certain exceptionally qualified students enter the program directly from a baccalaureate program. These students have the D.B.A. degree as their ultimate goal at Indiana University and typically plan to enter careers in teaching and research. From the beginning of their programs, continuous

counseling is aimed toward meeting the requirements for both the M.B.A. and D.B.A. degrees.

Students in this category are eligible for consideration for National Defense Education Act (NDEA) Title IV Fellowships. These Fellowships are normally awarded for a three-year period, provided the fellow makes satisfactory progress toward the degree. The stipend is \$2,000 for the first year, \$2,200 for the second, and \$2,400 for the third, plus an allowance of \$400 per dependent per year. An additional \$400 stipend plus \$100 per dependent is available for summer study. The Fellowship also provides for all tuition and fes.

Other Fellowships In addition to the fellowships and assistantships described above, qualified D.B.A. applicants are also eligible for the International Business Administration Fellowships and the Fee Remission Scholarships that are described under the M.B.A. Financial Assistance section.

D.B.A. applicants are also eligible for a limited number of University Fellowships. However, because these Fellowships are awarded to graduate students on a University-wide basis, competition is keen, and the awards are made only to the most outstanding students.

Application Procedure

Application Forms Applicants for financial assistance may obtain application forms from:

Administrative Director of Graduate Programs
Graduate School of Business, Room 254
Indiana University
Bloomington, Indiana 47401

An applicant wishing to apply for a particular award should indicate the award on the application form.

The Application for Financial Assistance should be sent to the Administrative Director of Graduate Programs with the completed Application for Admisison.

Application Deadlines and Selection Awards are normally committed on an academic-year basis (August to May), although in December a limited number of appointments are made to January entrants.

In considering all applications for financial assistance, priority is given to individuals whose academic performance reflects a high degree of scholastic and career potential. Selection of candidates is made by faculty committees. The following schedule gives application deadlines (with the exception of the International Business Administration Fellowship) and dates by which applicants may expect answers on their applications.

Entrance	Deadline	Applicant informed by
May	March 1	April 15
June	March 1	April 15
August	March 1	April 15
January	November 1	December 1

Office of Scholarships and Financial Aids

Students who need financial assistance not provided by any of the awards already mentioned are eligible to apply for either short- or long-term

loans which carry a low rate of interest. The University loan program is administered by the Office of Scholarships and Financial Aids, which also makes disbursements under the National Defense Student Loan Program. Inquiries concerning these sources should be made directly to:

Office of Scholarships and Financial Aids
809 East Seventh Street
Indiana University
Bloomington, Indiana 47401



Executive Programs

Since leadership development is a long-range process, the faculty of the Graduate School of Business is interested in helping the graduate continue his education. The faculty, alumni, and affiliate corporations and organizations join together in sponsoring several outstanding programs for executives.

The Indiana Executive Program

The Indiana Executive Program is a two-year course of study consisting of two consecutive three-week summer sessions with an optional winter seminar and interim directed studies.

The objectives of the Program are three: first, to increase the executive's long-run growth potential; second, to increase his productivity; and third, to broaden his outlook.

Participants are selected primarily from the ranks of middle and top management and typically represent all major industries and several foreign countries. There are no formal educational requirements for participation. The ideal candidate is that man who assumes dramatic increases in responsibility within his firm and whose next promotion will be from a functional specialty to general management.

The first year of the Program is primarily concerned with forming a conceptual basis for the firm. Participants are also introduced to the management simulation game INTOP, which is the embodiment of the philosophy of the systems approach to management.

The second year introduces the various functional areas of the firm and examines each within a micro-analytic framework. Extensive use is made of the INTOP game as the functional areas are integrated.

Bureau of Executive Education

The Bureau of Executive Education is charged with the responsibility for assisting the faculty in planning, coordinating, and administering two types of nondegree educational programs. Short academic-type seminars and conferences are offered for the participation of the faculty and graduate students. A number of continuing education programs of a nondegree nature for business executives are co-sponsored with trade associations and allied groups; these programs cover a wide range of topics relative to the administration and operation of domestic and international business enterprises.

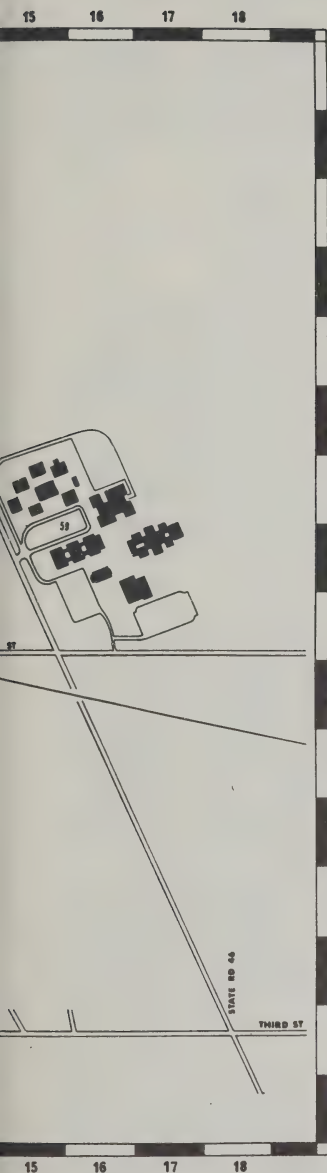
The Bureau's programs are designed as an extension of the traditional objectives and programs of the University. They provide both specialized and general subjects of assistance to the research programs of the University and are a valuable source of current business policies and practices which enrich the business school curricula as well as the abilities of participating faculty members in making their courses realistic, practical, and stimulating to these students.

Indiana University Business Conference

The Graduate School of Business and its alumni sponsor the Annual Business Conference each spring. The purpose of this three-day program is to examine in depth the dynamics of business operations and the



Indiana
University



HALLS OF RESIDENCE

A	BBHN Apts	
	1 Hepburn	F10
	2 Nutt	F10
	3 Bicknell	F12
	4 Banta	F12
B	Briscoe Quad	D5
C	Campus View Hse	G11
D	Eigenmann Ctr	J11
E	Evermann Apts	E12
F	Forest Quad	N9
G	Foster Quad	
	1 Shea Hall	F6
	2 Martin Hall	F6
	3 Magee Hall	F6
	4 Jenkinson Hall	G6
	5 Harper Hall	G6
	6 Gresham Dining Room	G6
H	Graduate Residence Ctr	
	1 Johnson Hall	J10
	2 Moffat Hall	J10
	3 Vos Hall	J10
	4 Scott Hall	J11
	5 Foley Hall	J11
	6 Hershey Hall	J10
	7 Stempel Hall	J10
	8 Grad Dining	J11
	9 Weatherly Hall	K10
	10 Mottier Hall	K10
	11 Moenkhaus Hall	K1
	12 Aydelotte Hall	K11
	13 Aley Hall	L10
	14 Coulter Hall	L11
I	Hoosier Cts	H11
J	Hoosier Cts Eff Apts	G11
K	McNutt Quad	F5
L	Mason Hall	L11
M	Memorial Hall	N5
N	Men's Residence Ctr	
	1 Edmondson Hall	J3
	2 Cravens Hall	J3
	3 Smith Hall	J3
O	Read Hall	
	1 Beck Hse	N8
	2 Clark Hse	N8
	3 Curry Hse	N8
	4 Landes Hse	N8
P	Redbud Hill Apts	D13
Q	Teter Quad	
	1 Rabb Hall	J9
	2 Elkin Hall	J9
	3 Boisen Hall	J9
	4 Thompson Hall	K9
	5 Wissler Hall	K9
	6 Hoffman Dining Hall	J9
R	Tulip Tree Hse	I14
S	University Apts	
	1 West	N8
	2 East	N8
T	Walnut Grove Trailer Cts	F4
U	Willkie Quad	M10
V	Woodlawn Ctr	H3
W	Wright Quad	J8

ACADEMIC, ADMINISTRATIVE, AND OTHERS

P	Public Parking	
1	Admin Services Bldg	D4
2	Assembly Hall	B4
3	Athletic Field Hse	B5
4	Audio-Visual Ctr (Mitchell Hall)	N3
5	Auditorium	L6
6	Ballantine Hall	M4
7	Beck Chapel	M4
8	Bryan Hall	N1
9	Business Bldg	I8
10	Chemistry Bldg	N3
11	Cottage Grove	H4
12	Education Bldg	N6
13	Ernie Pyle Hall	L3
14	Exchange Home	M7
15	Fine Arts Bldg	K5
16	Football Stadium	B2
17	Geology Bldg	I4
18	Golf Clubhouse	A12
19	Golf Driving Range	D14
20	Goodbody Hall	N5
21	Health Ctr	I8
22	Health, Physical Education, and Recreation Bldg	K4
23	Hilltop and Botany Experimental Gardens	F13
24	Hoosier Cts Nursery School	G11
25	Hoosier Hall	L4
26	International Ctr	M7
27	Jordan Hall	O4
28	Kirkwood Hall	N3
29	Kirkwood Observatory	N1
30	Law Bldg	N1
31	Library (Graduate)	M1
32	Library (Undergraduate)	M2
33	Library	J7
34	Lilly Library	L5
35	Lindley Hall	N3
36	Maxwell Hall	M2
37	Memorial Stadium	J5
38	Morrison Hall	N5
39	Music Bldg	N6
40	Myers Hall	O4
41	Optometry Bldg	P3
42	Owen Hall	M3
43	Power Plant	H5
44	President's Hse	M5
45	Psychology Bldg	I5
46	Radio and TV Bldg	K5
47	(Old) Radio and TV Bldg	L8
48	Rawles Hall	O3
49	Residence Halls Admin	H7
50	Rogers Bldgs	I9
51	Rose Well Hse	M2
52	Services Bldg	H5
53	Shawalter Fountain	L5
54	Stores Bldg	H4
55	Swain Hall	N2
56	Sycamore Hall	N5
57	Trees Ctr	M8
58	Union, Indiana Memorial	L3
59	Univ Schools (14 Bldgs)	G18
60	Video Tape and Film Distribution	H4
61	Woodburn Hall	L5
62	Wylie Hall	M3

changing role of business in society and the economic system. All alumni of the Graduate School of Business are invited to attend this series of conferences which are led by some of the most competent business executives and educators.

Through these programs, through the publication of **Business Horizons** and other important bulletins, and through business research and related professional activities, the Graduate School of Business endeavors to stimulate growth and professional development among business executives throughout the country.

Registration and Expenses

Orientation

New graduate students in all schools and departments are requested to participate in a new graduate student orientation meeting prior to registration. These meetings are held at the beginning of registration week of both the fall and spring semesters. New students will receive notification of the time and place prior to their arrival on campus.

During this meeting, the new graduate student will have an opportunity to meet the faculty and staff of the University and receive information on all important aspects of the University, including registration procedures. Tours of campus facilities, including the libraries, are also arranged during this meeting.

New Graduate Business Students

Also during the registration week of the fall and spring semesters, new students in the Graduate School of Business are required to attend a formal meeting in the School of Business Building. During this meeting, the Dean and other members of the faculty and staff will present information concerning the course of study, faculty advising, School of Business facilities, and registration procedures. New Graduate Business students will find this meeting to be extremely important to their proper orientation to the School of Business. Time and place will be announced before new students are scheduled to arrive on campus.

Approximately 30 days prior to the beginning of registration week, each student will receive a permit to register. This permit is necessary for registration. Any student who has been admitted to the Graduate School of Business and does not receive the permit should see the Administrative Director of Graduate Programs, Room 254, School of Business, upon his arrival on campus.

International Graduate Students

International students will participate in all registration functions that are required for domestic students. In addition, special orientation programs are administered by Indiana University's International Services, located in Maxwell Hall, Room 021. International students should report to this office prior to participating in the registration functions at the Graduate School of Business.

Counseling and Advising

Prior to registration for classes, all M.B.A. candidates will be assigned to a faculty member for counseling. The faculty member assumes a very

important role in planning the new student's program. The counseling session is designed to examine the student's academic background relevant to the requirements for the M.B.A. degree. Certain required courses may be exempted from a student's program because of adequate preparation in these areas at other accredited institutions. However, the 48-hour program requirement will not be waived.

Fees

Fees for the academic year are assessed by credit enrollment. For the 1971-72 academic year, fees for in-state students are \$27 per credit hour; fees for out-of-state and foreign students are \$62 per credit hour. Fees are subject to change by action of the Trustees. The cost of the current academic year (August to May) at the Graduate School of Business for an in-state student is estimated to be approximately \$2,335 for a single student and \$3,385 for a married student without children.

Graduate Housing

Indiana University prides itself on its excellent housing facilities for both married and single students. The University's centers for single graduate students are Eigenmann Hall, and two buildings (Foley and Weatherly Halls) in what was formerly the Graduate Residence Center. Because many candidates have found their associations with other graduate students in these centers to be highly stimulating and rewarding, the faculty members of the Graduate School of Business particularly encourage single students to take advantage of these facilities. The centers provide both single and double rooms, designed as comfortable quarters for study and relaxation; modern and efficient dining halls; libraries; floor and unit lounges, plus center recreation areas; snack bars and vending machines; duplicating and photocopying services; coin-operated laundries and ironing rooms; and luggage storage rooms. The rates for room and board range from \$865 to \$1,125 for an academic year.

Married students also are encouraged to seek housing which will permit convenient association with other students in the M.B.A. or D.B.A. Programs. The University provides more than 1,450 efficiency apartments; one-, two-, and three-bedroom apartments; and trailers, both furnished and unfurnished. Housing rates vary from \$57.50 to \$170 per month, including all utilities except telephone. All University housing for married students is located near public schools, churches, and convenient shopping facilities. Those who prefer to live off campus will also find both furnished and unfurnished accommodations within walking distance of the University.

Although University housing facilities are thus extensive, it is not uncommon for the demand to exceed the supply. To insure that appropriate space is reserved, applications for housing should be filed at the earliest possible date.

Students interested in University housing should write to:

Director of Halls of Residence
801 North Jordan
Indiana University
Bloomington, Indiana 47401

Students interested in off-campus housing should write to the Director of Off-Campus Housing at the same address.

Summary of Estimated Expenses for the Academic Year 1972-73

	Single		Married	
	In-State	Out-of-State	In-State	Out-of-State
Fees	\$ 675	\$1,550	\$ 675	\$1,550
Room and Board	950	950	1,800	1,800
Books, Supplies	210	210	210	210
Personal Expenses	500	500	700	700
Total	\$2,335	\$3,210	\$3,385	\$4,260



Tulip Tree House for married students

Student Activities

A myriad of activities within the University community is open to M.B.A. and D.B.A. students and their wives, ranging from lectures and professional events to spectator and participation sports. Judicious selection among these offerings can contribute richly to the candidates' cultural development and social well-being.

Graduate School of Business Associations

M.B.A. Association The purpose of the M.B.A. Association is to supplement the formal academic program with a wide selection of social and professional activities. Its principal objectives are to provide a basis for closer ties between members, bring about a greater interchange of ideas between students and the business world, and foster closer ties with the faculty.

The Association also provides a diverse range of services, such as the monthly **M.B.A. Newsletter**, orientation of incoming members, and block seating arrangements for football and basketball games.

D.B.A. Association The D.B.A. Association is a highly informal organization composed of all D.B.A. candidates in residence at Indiana University. The Association's major objective is to facilitate social and professional interaction among the doctoral students, administration, and faculty. In addition, the Association is concerned with the academic development of the candidate.

As soon as a student enters the D.B.A. Program, the Association assists him with the orientation and induction into the Program. Other activities include informal gatherings, faculty teaching evaluations, and industrial tours. The D.B.A. luncheons held four times a year are rapidly becoming an established feature of the D.B.A. Program. Programs covered during these luncheons are the presentation of the D.B.A. Teaching Excellence Award to distinguished faculty teachers, introduction of new faculty members and candidates, and recognition of those who have successfully completed the D.B.A. Program.

Wives Clubs The M.B.A. and D.B.A. Wives Clubs have functioned for several years as a special adjunct of the programs for the benefit of students' wives. These organizations help the wives of graduate students (1) to know each other better, (2) to learn about the M.B.A. and D.B.A. programs, (3) to appreciate the customs and mores of the business community, and (4) to understand the important present and future demands on their husbands' time.

National Honorary Societies

Beta Gamma Sigma The purpose of this society is "to encourage and reward scholarship and accomplishment among students of business administration, to promote the advancement of education in the art and science of business, and to foster integrity in the conduct of business operations."

Election to membership in Beta Gamma Sigma is the highest scholastic honor that a student in business administration can win.

Graduate students with their major field of study in business may be elected to membership provided their graduate academic records, in the judgment of the local chapter, qualify them for membership. In any case, new members elected from among the master's degree stu-

dents must rank in the upper 20 percent of those receiving the degree during the year. Doctoral students who have completed all requirements for that degree may be elected without restrictions as to number.

Beta Alpha Psi Graduate and undergraduate accounting majors of high scholastic standing who have demonstrated qualities of integrity and leadership are eligible for membership in Beta Alpha Chapter of Beta Alpha Psi, the national professional accounting fraternity. The purposes of this fraternity are: to instill in its members a desire for continuing self-improvement; to foster in its members high moral and ethical standards; to encourage and give recognition to scholastic and professional excellence; to cultivate in its members a sense of responsibility and service; to promote the collegiate study of accounting; and to provide opportunities for association among its members and practicing accountants.

Sigma Iota Epsilon This organization is the national honorary and professional fraternity for men and women studying professional business management. Its purposes are to encourage and recognize high scholarship and to advance the professional management movement. Regular professional meetings are held.

Associations and Interest Clubs

A.I.E.S.E.C. U.S. The U.S. Affiliate of the International Association of Students in Economics and Commerce participates in an international student-exchange program to provide summer training experience with business firms in Europe, Africa, and South America. All University students are eligible for the program. Interested persons should contact the Department of International Business Administration in the School of Business.

American Society for Personnel Administration—Indiana Student Chapter Recognizing that virtually all aspects of business involve personnel relations, the Indiana University chapter, a student affiliate of the Society, welcomes membership of all business majors. The organization aims to



Indiana University Auditorium

foster increased understanding of the business environment, with particular emphasis upon personnel administration; to promote unified relations between members; and to facilitate student-faculty relations. Varied programs include field trips to local or district firms, speeches by prominent personnel and labor-relations leaders, and student-faculty discussions.

Alpha Delta Sigma This is a national professional fraternity for men interested in advertising. Through speakers and projects, the organization seeks to bridge the gap between advertising education and advertising practice.

Delta Sigma Pi and Alpha Kappa Psi These national professional fraternities for men enrolled in schools of business foster the study of business in universities, encourage scholarship, promote closer affiliation between the business world and students of business, and further the development of high standards of business ethics.

Accounting Club This Club is designed to establish and maintain a close fraternity among accounting students, alumni engaged in accounting work, the accounting faculty, and practicing accountants in this area. To accomplish this aim, the Accounting Club holds regular discussion meetings, usually led by a prominent practicing accountant.

Insurance Club Students interested in professional aspects of insurance are invited into membership. The Club devotes itself to study of various current insurance practices, discussion of public policy aspects of insurance, and fellowship. Club guests include well-known insurance personalities who visit the campus. Occasionally, the Club sponsors a field trip to tour insurance facilities in midwestern cities.

Marketing Club All students majoring in the field of marketing are eligible to join this organization, which is affiliated with the American Marketing Association. Its objectives are to further the individual welfare of its members; to acquaint them with practical situations in the marketing field; to foster marketing research in the fields of advertising, retailing, and sales; and to promote fellowship among the marketing students and the faculty. Outside speakers frequently address the Club.

Production Management Club The purpose of this organization is to develop a better understanding of the field of production management among business students. Membership is open to all students interested in the field. To further its objectives, the Club sponsors tours of local manufacturing facilities, formal presentations on various topics pertinent to the field of production management, and informal discussions with business executives active in the field of production management.

Real Estate Club Students interested in the field of real estate may become members of this organization. It provides special programs designed to foster closer working relations among students, faculty members, and business executives in this field.

Transportation Club Students interested in problems and programs of transportation become members. The Club provides special programs to foster working relationships between students and executives of the industry from the different transportation carriers, industrial traffic mergers, and regulatory agencies.



Courses in the Graduate School of Business

Accounting

- A501—Accounting Function in Business (3 cr.)** Provides the student with an understanding of the meaning, uses, and limitations of the historical and projected quantitative data produced by the accounting process. Emphasis is given to the utilization of accounting information (1) by marketing, production, and financial executives in planning and controlling business operations and (2) by investors, creditors, governmental agencies, and other external groups having an interest in the operating results and financial position of business firms.
- A502—Financial Accounting (3 cr.)** P: A501 or equivalent. Concerns itself with principles, concepts, and problems underlying the recording of accounting data; valuation and its relation to income determination. Structure, content, analysis, and interpretation of principal accounting statements are also items covered.
- A503—Management Accounting (3 cr.)** P: A501 or equivalent. Provides the student with an understanding of the evaluation and utilization of quantitative data collected for management. The uses of management accounting in the decision-making processes are emphasized.
- A504—Development of Information Systems (3 cr.)** Systems design concepts. Data acquisition, verification, storage, retrieval, and conversion to information for managers and external users.
- A508—Accounting for Public Administration (3 cr.)** P: Consent of instructor. Combines survey of general accounting and government accounting. Administrative use of accounting data. For majors in government and public administration having no accounting background.
- A512—Financial Accounting Practice (3 cr.)** P: A501.
Accounting concepts and principles. The accounting cycle, asset valuation, and income measurement. Preparation and analysis of financial statements. Credit will not be given for both A221 and A512.
- A513—Accounting Data for Management Control (3 cr.)** P: A501 or equivalent. Determination, analysis, and reporting of data for planning and controlling operations. Includes flexible budgets, standard costs, and systems of determining historical costs.
- A514—Auditing Theory and Practice (3 cr.)** P: A322, A513, or equivalent. Verification of financial statements by independent public accountants and internal auditors. Emphasis on work of the C.P.A.; comprehensive auditing case study; formal report.
- A515—Federal Income Taxes (3 cr.)** P: A501 or equivalent. Internal Revenue Code and Regulations. Income exclusions, deductions, and credits of individual, partnership, and corporate taxable entities.
- A521—Theory of Accounts (3 cr.)** P: A221 or A502. History and development of accounting principles; intensive study of theoretical problems related to determination of income and presentation of financial condition.
- A522—Problems in Federal Taxation (3 cr.)** P: A339 or A515. Methods of research in considering federal tax problems. Research in source materials to determine proper treatment of intricate tax matters; oral report.
- A523—Business Information Systems (3 cr.)** P: A502, A503, K501, or equivalent. Requirements for a business information system; elements of systems design and installation.

- A525—Profit Planning (3 cr.)** P: A325 or A513. Capacity concepts; product vs. period costs; methods of computing profits—inventory valuation concepts; development of standard costs (manufacturing targets); variable budgets; marginal, incremental, and full cost concepts; development of distribution cost standards; gross profit and contribution margin; return on investment.
- A526—C.P.A. Coaching I (3 cr.)** P: A323 or equivalent. Problems used from previous examinations given by the American Institute of Certified Public Accountants. Emphasis on short cuts and suggestions for time-saving in the examination room.
- A527—C.P.A. Coaching II (3 cr.)** Continuation of A526. May take A527 before A526.
- A529—Internship in Accounting (1 cr.)** Open to graduate accounting majors. Students, upon approval of Department of Accounting faculty, are placed with cooperating firms to receive on-the-job training in accounting. Supervision by faculty; research reports; research project required.
- A550—Seminar in Accounting Research (M.B.A.) (cr. arr.)** P: A521 or equivalent. Familiarizes M.B.A. candidates with accounting research by professional organizations and academic institutions; stimulates participants to contribute their talents to the profession after they finish their formal education.
- A590—Research in Accounting (M.B.A.) (cr. arr.)** For graduate students engaged in special research problems.
- A621—Seminar in Accounting Theory (3 cr.)** P: A521 or equivalent. Theoretical problems of accounting, especially those of income determination, valuation, and effects of price-level changes.
- A798—Research Seminar in Accounting (D.B.A.) (cr. arr.)** P: A521 or equivalent. Discloses areas appropriate for investigation by accounting doctoral candidates and faculty members; stimulates individual or group research. Accounting research by professional organizations and academic institutions.

Business Education

- B503—Foundations of Business Education (3 cr.)** Principles and philosophy of business education relating to contributions to general education, objectives, public relations, curriculum-planning, guidance, and preparation of business teachers; leadership and literature in the field.
- B504—Curricular Materials and Practices in Business Education (3 cr.)** Acquaintance with evaluation and development of instructional materials in the various business subjects; study of appropriate curricula for business education in secondary, evening, and private business schools and colleges.
- B523—Improvement of Instruction in Basic (Social-Business) Business Subjects (3 cr.)** Objectives; available instructional materials; teaching problems of such subjects as general business, economic geography, business law, consumer economics, business organization and management, salesmanship, economics. May not be used to satisfy the nine-hour subject-matter concentration (cognate area) requirement for the professional teaching certificate.

- B524—Improvement of Instruction in Typewriting and Related Secretarial Skills (3 cr.)** P: Graduate standing, reasonable skill in typewriting. Teaching procedures basic to vocational proficiency in typewriting and related skills; available instructional materials; measurement of skills; standards of achievement; problems of teaching the operation of office machines and appliances. May not be used to satisfy the nine-hour subject-matter concentration (cognate area) requirement for the professional teaching certificate.
- B525—Improvement of Instruction in Bookkeeping and Related Office Skills (3 cr.)** P: A221 or equivalent. Problems and procedures in bookkeeping and related knowledge and skills. Materials, tests, standards, and teaching procedures in bookkeeping and business mathematics. Teaching problems of students emphasized. May not be used to satisfy the nine-hour subject-matter concentration (cognate area) requirement for the professional teaching certificate.
- B526—Improvement of Instruction in Shorthand and Transcription (3 cr.)** P: Graduate standing and reasonable skill in shorthand. Problems in the development of occupational proficiency in shorthand; available instructional materials; achievement tests; standards of achievement; transcription problems. Teaching problems of students emphasized.
- B550—Seminar in Business Education (M.B.A.) (cr. arr.)** Intensive group study of specific problems in business education under direct supervision.
- B590—Research in Business Education (M.B.A.) (cr. arr.)** Intensive individual investigations of field and laboratory problems in business education.
- B605—Administration and Supervision of Business Education (3 cr.)** Local, state, and federal programs; financial support; guidance for business students; measurement and evaluation; physical layout, furniture, and equipment; training, selection, and assignment of teachers; in-service training; new materials, current publications; public relations and publicity; review of research; business teacher education.
- B606—Current Problems in Business Education (cr. arr.)** Analysis of current business education problems; viewpoints of national business education leaders. Problems growing out of the needs and interests of students in the class.
- B680—Supervised Readings in Business Education (cr. arr.)** P: Consent of student's adviser. For advanced graduate students preparing for field examinations.
- B750—Seminar in Business Education (D.B.A.) (cr. arr.)** Problem areas in business education; selecting, planning, and outlining a problem in business education; applicability of research methods to business education problems; collecting, processing, and interpreting data; generalizations, summaries, conclusions, and recommendations; writing research reports.
- B753—Problems Seminar in Business Education (cr. arr.)** Identification and analysis of problem areas in education and business affecting business education. Integration of the various aspects of education for business; development of alertness to problem-creating phenomena.
- B790—Research in Business Education (D.B.A.) (cr. arr.)** Individual study of significant problems in business education in the field, laboratory, or library. Staff supervision.
- C502—Management Support Systems (3 cr.)** A study of elements involved in the analysis, planning, and organization of management support systems for business and educational institutions. Includes analysis of in-use systems, identification of organization requirements, documentation and re-

porting of analyses and proposals, and design of alternative support systems. Suggested for students in business or educational systems administration.

- C506—Seminar in Office Management (cr. arr.)** Intensive study of selected problems; case studies of office practices and procedures in typical business firms; reports of research on office management problems; field investigations in representative business firms; problems of organizing and teaching office practices.

International Business Administration

- D502—Introduction to International Business (3 cr.)** Economic, political, and social environment in foreign business affairs in “developed” and “underdeveloped” countries. Influence of environment of business policy both in marketing and overseas operations. Representative case studies.
- D519—Environmental Analysis for International Business (3 cr.)** P: Consent of instructor. Patterns of government and business relationships throughout the world; economic and political philosophies, the role of government in economic planning, economic development, and control of private business; analysis of the “mix” of public and private activity in specific industry sectors.
- D527—Business and Economic Growth: Select Geographic Areas (3 cr.)** International trade, international business, and economic growth patterns in selected geographic areas. Selected issues of major current importance. Admission to course by consent of instructor.
- D590—Research in International Business (M.B.A.) (cr. arr.)** For graduate students engaged in special research problems. Admission arranged by student’s graduate adviser.
- D596—Foreign Study in Business (M.B.A.) (2-6 cr.)** P: Consent of instructor. Work in or visits to business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of travel required. Students submit reports on observations and study. Two semester hours for each three weeks of foreign residence.
- D620—International Business Administration: Selected Issues (3 cr.)** P: D520, E430, or equivalent. Seminar on topics and regions of current interest in international business. Visiting business leaders, guest lecturers. Review and analysis of student case studies and special research reports.
- D798—Research Seminar in International Business (D.B.A.) (3 cr.)** For doctoral students about to commence their preparation of a thesis proposal. Designed to help them focus on significant and researchable topics and prepare viable research plans.

Finance

- F502—Management of Business Finance (3 cr.)** P: K501, A501, or equivalents. An introduction to the firm’s investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies. Students who have had basic finance courses may be exempted.

- F503—Problems in Financial Management (3 cr.)** P: F502, K502, K503, or equivalents. May be taken concurrently with K502 and K503. Application of financial theory and techniques of analysis in the search for optimal solutions to financial management problems.
- F524—Investment Management (3 cr.)** P: F502, K503, or equivalents. K503 may be taken concurrently. Conceptual and analytical frameworks for formulating investment policies, analyzing securities, and constructing portfolio strategies for individuals and institutions.
- F525—Investment Analysis and Portfolio Theory (3 cr.)** P: F502, K503 or equivalent. Application of quantitative techniques to the portfolio selection process and to the analysis of securities. Analysis of capital markets in terms of individual securities and groups of securities.
- F530—Business Finance Models (3 cr.)** P: F503, K511, or equivalents, or permission of instructor. Theory of financial valuation. Discussion and development of models of asset mix and capital structure.
- F540—Commercial Bank Management (3 cr.)** P: F502 or equivalent. Policies and decisions of commercial bank managers; includes asset, liability, and capital management within the legal, competitive, and economic environment.
- F545—Money and Capital Markets (3 cr.)** Determinants of demand and supply of funds; market interrelationships, including those with foreign money and capital markets; role of financial institutions; level and structure of interest rates; impact of government.
- F590—Research in Finance (M.B.A.) (cr. arr.)** For M.B.A. candidates writing theses or engaged in other special research problems. Permission of Chairman of Finance Department.
- F594—International Finance (3 cr.)** P: F502 or permission of instructor. Financial management of foreign operations of the firm. Financial constraints of the international environment and their effect on standard concepts of financial management. Study of international currency flows, forward cover, and international banking practices.
- F605—Seminar in Finance (3 cr.)** P: F530, F525, K512, or permission of instructor. Recent developments in the business finance and investments literature. Participants will be involved in extending or testing existing theory.
- F625—Advanced Seminar in Finance (3 cr.)** P: F605, Economics F671, or permission of instructor. An intensive study, extension, and testing of finance theory with emphasis on mathematical model building, econometric methods, and statistical techniques.
- F644—Seminar in Financial Institutions (3 cr.)** P: Permission of instructor. Current problems and issues in financial institutions and the money and capital markets.

Business Economics and Public Policy

- G501—Analysis of Business Conditions (3 cr.)** P: K501, K502, K503 or with K502 and K503. Designed to develop the student's ability to interpret economic trends and to analyze forecasts of business conditions. All students are required to prepare a short-term forecast of the nation's economy. As a background for the work in forecasting, the course includes Introductory work in national income accounting and theory. Previous work in economics is not required, but a macro-economic student who has not had such work will be asked to read the relevant sections of basic texts.

- G502—Managerial Economics (3 cr.)** P: K501. Provides the student with an opportunity to learn the central core of traditional micro-economic theory including the theory of the firm, the theory of consumer demand, and the theory of markets, while also introducing applications of the theory to several areas of business decision-making.
- G503—Business and Public Policy (3 cr.)** P: G501. Applies economic analysis to three great problems of public policy and suggests policy prescriptions in the three broad categories of antitrust, commission regulation, and economic stabilization. Emphasis is placed on preparing business executives for dealing with increasingly complex problems of the firm in its relationships with government at both state and federal levels.
- G504-G505—Economic Theory in Business Decisions, I and II (3-3 cr.)** P: Consent of the Chairman of the D.B.A. Program. A two-semester sequence of courses designed to prepare doctoral students for proficiency in applied economics. These courses emphasize (1) micro-economic theory and its application to market analysis and to firm decision-making and (2) macro-economic theory and its applications to business conditions analysis. Not open to students having credit for Business G501, Business G502, Economics E522, or Economics E524.
- G531—Applied Urban Economics: Theory, Problems, and Policy (3 cr.)** Applies the tools of economic analysis to cities and to particular urban problems. Areas of study include the theory of urban growth and structure, location theory, and relationships between households, business firms, and the public sector in the urban economy.
- G532—Faculty-Graduate Student Research Workshop in Applied Urban Economics (cr. arr.)** For all faculty, postdoctoral fellows, and graduate students in Applied Urban Economics. Faculty, graduate students, and visiting scholars will give reports on research in progress. M.B.A. candidates may take the workshop for credit as a second course in Applied Urban Economics. Those enrolled for credit will develop a program of study dealing with topics in urban economics.
- G550—Seminar in Business Conditions Analysis (3 cr.)** P: G501 and K501. A laboratory in an environment similar to that of a corporate or government business economist, involving periodic formal analysis of the American economy heavily supplemented by day-to-day analysis. Each event or piece of information will be placed in its proper perspective with current economic conditions and the individual business firm.
- G560—Explorations in Entrepreneurial History (3 cr.)** Considers at a sophisticated level the social and economic environment in which business institutions emerged and developed and the reciprocal effects of business institutions on their social and economic environment.
- G561—Industry Problems in Business History (3 cr.)** Seminar for M.B.A. and doctoral candidates. Cooperative examination of a historical problem in a major industry; conducted on a workshop basis. Develops new factual material, including the reconstruction of time series; makes original contributions to our knowledge of business and economic history.
- G590—Research in Business Economics and Public Policy (M.B.A.) (cr. arr.)** P: Consent of instructor.
- G605—Regulation of Market Structure and Business Practice (2 cr.)** P: G406 or G503 or equivalent. Development, current status, and critical analysis of public policies toward business in areas of unfair competition, monopoly, and restraint of trade. General philosophical considerations.

- G606—Regulation of Business Activity and Growth (2 cr.)** P: G406 or G503 or equivalent. Public policies toward stabilization of business activity, price levels, and promotion of economic growth via taxation, expenditures, credit control, direct controls, and other instruments. Critical analysis, general philosophical considerations.
- G607—Regulation of Specific Industries (2 cr.)** P: G406 or G503 or equivalent. Promotion and regulation of specific industries (railroads, public utilities, communications, radio, securities issuance and markets, merchant marine, agriculture, petroleum, banking, housing, etc.). Critical analysis, general philosophical considerations.
- G608-G609—Selected Topics in Business-Government Relationships I-II (2-2 cr.)** P: G406, G409, or G502, or equivalent. Will concern a subject that, like G607, can represent the "optimal third" of a doctoral candidate's preparation for the field examination in business-government relationships. Semester topic will be announced.
- G619—Seminar in Applied Economic Analysis (3 cr.)** P: Economics E525-E526; working knowledge of current economic statistics and statistical methods. Terminal course in D.B.A. field in economic analysis. Use of economic theory, national income, and other statistics in analysis of concrete economic problems.

Business History

- H590—Research in Business History (M.B.A.) (cr. arr.)** For graduate students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.

Personnel and Organizational Behavior

- Z502—Organizational Behavior and Human Performance (3 cr.)** Behavior of individuals within goal-seeking organizations, with consideration given to learning, motivation, perception, attitudes, cognition, social facilitation, and social reinforcement.
- Z503—Organizational Behavior and Organizational Effectiveness (3 cr.)** P: Z502 or equivalent. Determinants of group and organizational performance, with consideration given to intragroup and intergroup processes, complex organization processes, and the behavioral consequences of organizational structure.
- Z602—Seminar in Organizational Behavior (D.B.A.) (3 cr.)** Emphasizes major bodies of theory and empirical facts generated by the study of individuals and groups within the organizational context. Special attention given to psychological, social-psychological, and sociological variables crucial in explaining and predicting behavior of individual and group subsystems within the organizational system.
- Z603—Theories of Social Influence (3 cr.)** Designed to provide both exposure to, and a critical evaluation of, the major theories of human influence processes. Consideration will be given to the general nature and function of social science theory, role theories, theories of social influence and of socialization, leadership theories, and noninstitutionalized influence processes.

- Z634—Seminar in Applied Behavioral Measurement (3 cr.)** Designed to provide a working familiarity with a variety of psychometric procedures and statistical analytic techniques utilized in behavioral research. Consideration is given to the general problems of behavioral assessment, the development and use of specific scaling strategies including graphic rating scales, attitudinal scales, paired-comparison, forced choice, and multi-dimensional scales. Emphasis is on computer applications, attempting to develop skills on the use and interpretation of techniques in order to facilitate graduate research efforts.
- J503—The Administration of Manpower Systems (3 cr.)** P: Z502 or equivalent. Nature of the personnel system in the firm; selected areas of recruitment and selection; training and development; performance appraisal and evaluation; general communication systems; role of government in manpower administration.
- J504—Seminar in Industrial Relations (3 cr.)** Industrial relations from manager's point of view: bargaining procedures, basic institutional issues in bargaining, economic-related administrative clauses, strike and lockout tactics, contract administration, roadblocks to union-management cooperation; community relations function.
- J505—Personnel Measurement (3 cr.)** P: Z502 or equivalent. Psychology of individual differences and motivational theory provided as background for enlightened use of psychometric techniques in selection decision-making, wage administration, and morale assessment.
- J590—Independent Study in Personnel Management and Organizational Behavior (M.B.A.) (cr. arr.)** For students desiring field research in business through case studies or other methods into special areas of personnel management. Each project is independently organized and supervised.
- J602—Seminar in Personnel Administration (3 cr.)** Literature and historical development of modern personnel administration, objectives, concepts, ideals, and philosophies. Current research projects and developing trends. Participants create a complete personnel program and construct individual systems of thought.
- J798—Seminar in Behavioral Research (3 cr.)** Seminar in behavioral research; overview of nature and tactics of research and the application of experimental design and psychometric methods.

Quantitative Business Analysis

- K501—Mathematical Tools of Business Analysis (3 cr.)** Designed to provide the student who has little or no undergraduate background in mathematics with at least minimum competence in some of the basic quantitative skills necessary for analytical work in business administration. Not open to candidates who have previously taken a course in calculus.
- K502—Mathematical Tools Laboratory (1 cr.)** A one-credit laboratory section associated with K501. FORTRAN, matrix algebra, and linear programming are covered. Open for credit to candidates who have not had previous work in any of these areas.
- K503—Statistical Tools of Quantitative Analysis (3 cr.)** P: K501, K502. Designed to give all students the statistical skills necessary for advanced work in the functional areas of business administration.

- K505—Electronic Data Processing Methods (3 cr.)** Electronic data processing; its significance for management. Stored program concept, uses of electronic computers, techniques of system design, and management problems concerned with the mechanization of data processing. Utilization of Research Computing Center.
- K511—Fundamentals of Mathematical Optimization (3 cr.)** P: K501, K502. An introduction to mathematical optimization techniques and the related mathematics. The fundamental concepts of linear and nonlinear functions of several variables. Applications to linear programming, Lagrange techniques, and other constrained optimization procedures.
- K512—Multivariate Statistical Analysis (3 cr.)** P: K503, K511. Topics covered include: sampling theory, regression analysis, analysis of variance, discriminant analysis, factor analysis, other multivariate techniques.
- K515—Quantitative Analysis in Decision-Making (3 cr.)** P: K501, K502, and K503 or equivalent. Meaning and rules of probability; probability distributions. Utility and probability in decision-making, value of sample information. Decisions under uncertainty and game theory. Linear programming. Queueing theory, computer simulation.
- K520—Introduction to Operations Research (3 cr.)** P: Two semesters of calculus and K503 or consent of instructor. Linear algebra; decision-making under risk and uncertainty and utility theory; game theory; linear programming and transportation problems; nonlinear programming; Kuhn-Tucker Theorem, quadratic programming and integer programming; introduction to dynamic programming and waiting line and inventory models. Cannot be taken for credit if preceded by K515.
- K521—Stochastic Processes (3 cr.)** P: K515 or K520 or consent of instructor. Waiting line, inventory, and renewal theory; Markov processes; Markov processes and dynamic programming; semi-Markov and Markov-renewal processes and programming.
- K522—Topics in Mathematical Programming (3 cr.)** P: K515 or K520 or consent of instructor. Dual simplex and primal-dual algorithms; decomposition technique; separable functions; gradient methods and search techniques; integer programming; network theory; branch and bound algorithms; linear programming under uncertainty.
- K525—Quantitative Systems Analysis (3 cr.)** P: K502, K503. Advanced computer programming systems. Methodology and techniques of systems analysis, including critical path methods, search techniques, dynamic programming, and simulation. Utilization of computer for systems analysis.
- K590—Research in Quantitative Business Analysis (M.B.A.) (cr. arr.)**
- K606—Systems Simulation (3 cr.)** P: K515 or K520 and K525. Theory of systems simulation, construction of simulation models of complex systems, design of simulation experiments, simulation experience using Research Computing Center.
- K620—Bayesian Inference and Decision (3 cr.)** P: K503 and K515 or K520 or consent of instructor. Subjective probability and utility. Bayesian analysis for selected univariate and multivariate processes; relationship to classical statistical techniques. Statistical decision theory. Applications in selected areas.
- K628—Seminar in Quantitative Business Analysis (3 cr.)** Advanced techniques of quantitative analysis; experiences in solution of practical problems.

Business Law

- L501—Legal Environment of Business (3 cr.)** Required for all candidates who have not included a business law course in their undergraduate curricula. Principal purpose is to provide increased understanding of the legal environment and vital role the law plays in all business decisions. Basic legal concepts are illustrated from the viewpoint of the individual firm.
- L502—Current Business Problems and the Law (3 cr.)** Examines one or a few current problems facing business or society, and the present and potential legal solutions to these problems.
- L510—Business Law—C.P.A., C.L.U., and C.P.C.U. Review (cr. arr.)** P: Consent of instructor. Intensive review of those fields of law usually covered in C.P.A., C.L.U., and C.P.C.U. examinations.

Marketing

- M502—Marketing Management (3 cr.)** P: K501, K502, K503, A501, or equivalents. Concurrent enrollment in K503 is acceptable. Emphasizes the firm's planning and decision-making procedures in such areas as market measurement, product development, pricing, promotion, and distribution. Utilizes texts, cases, and a business game to give students experience in managing the components of the marketing mix.
- M503—Marketing Analysis and Problem-Solving (3 cr.)** P: M502, K503, Z502. Customer taxonomies and models of buyer behavior; collection and analysis of marketing data; development of marketing information systems; applications of Bayesian decision theory and other formal approaches to market problem-solving.
- M544—Marketing Communications (3 cr.)** Theories and practices of advertising, sales management, promotion, and public relations as they relate to the overall marketing program. Findings in communication theory; broad policy and strategy.
- M545—Marketing Institutions and Channels (3 cr.)** Rationale for our marketing system; fundamentals explaining alternate channels and roles played by business firms; evolution of business structures in marketing, reasons for change, and projected future marketing patterns.
- M546—Marketing Strategy (3 cr.)** P: M502 or equivalent. Major marketing decisions in a problem or simulation setting; in-depth study of problems of general marketing management where students develop sets of marketing plans and strategies in a way that integrates and applies analytic techniques; entrepreneurial and interfunctional aspects of marketing.
- M548—Decision Theory in Marketing (3 cr.)** P: M502, K501, or consent of instructor. Marketing problem-solving and decision-making. Emphasis on decision theory, analytical models, quantitative analysis, and operations research.
- M549—Market Research and Analysis (3 cr.)** P: M502, K501. Typical marketing problems, relevant research techniques. Basic marketing data sources, research activities, basic analysis techniques, interpretation of results of research.
- M590—Research in Marketing (M.B.A.) (cr. arr.)** For students engaged in special research problems. Admission arranged by student's faculty adviser.

- M594—International Marketing (3 cr.)** Differences in market arrangements and in legal, cultural, and economic factors in different countries. Planning and organizing for international marketing operations, forecasting and analyses; interrelationships with other functions; strategy of product, pricing, promotion, channels; case studies.
- M651—Behavior in Markets (3 cr.)** P: Admission to D.B.A. Phase II. Alternative approaches to the understanding of the market structures: process of buyer behavior, including decision-making, search, motivation, influence, and interaction; an examination of normative behavior models.
- M652—Seminar in Marketing Models and Systems (3 cr.)** P: Admission to D.B.A. Phase II. In part, a micro-decision-making approach dealing with the development of an analytical framework and its application to decision areas in marketing; a macro-institutional approach to the marketing system; attention to public interest problem areas in marketing.
- M753—Research Methods in Marketing (D.B.A.) (3 cr.)** A study of basic research philosophy and methods, the research process as it pertains to the social sciences, and specific experimental and field designs and the associated data processing methods most likely to be employed in contemporary business research.
- M798—Research Seminar in Marketing (D.B.A.) (3 cr.)** A study of research problems and interests in marketing with each participant preparing and defending a major research proposal of his own. Designed to aid in the development of the doctoral candidate's own formal thesis proposal.

Insurance

- N503—Insurance Seminar (3 cr.)** Current problems in insurance; opportunities for individual study of subjects of special interest; preparation and presentation of reports; discussion and criticism.
- N525—Private and Public Programs in Life and Health Insurance (3 cr.)** Fundamentals of life and health insurance; rate-making; reserves; price measurement; contract provisions; programming; relationship between private and public sectors; current problems.
- N526—Property and Liability Insurance Applications (3 cr.)** Theory of insurance; criteria for uses of insurance in business operations; nature of property and liability insurance contracts, prices, and markets; a case study application.
- N590—Research in Insurance (M.B.A.) (cr. arr.)** For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.

Production Management and Industrial Engineering

- P502—Production Management (3 cr.)** P: K501 and K502 or equivalent. Provides the student with an understanding of the basic production and operations functions of business firms. Identification and definition of major problem areas within these functions; development of appropriate concepts and decision processes for dealing with these problems.
- P503—Decision-Making for Production (3 cr.)** P: P502 or equivalent. Operating problems from standpoint of production executive. Application of analytical decision processes and the design of management control systems.

- P525—Advanced Operations Management (3 cr.)** P: P502 or equivalent, K515. Analysis of complex economic problems encountered in managing operations of the firm. Use of modern analytical techniques such as operations research, management science, and industrial engineering.
- P529—Advanced Industrial Engineering (3 cr.)** P: P502. For production majors with a career interest in industrial engineering. Development of skill in applying analytical techniques to complex industrial engineering problems. Comprehensive laboratory problems.
- P530—Research Systems and Technology (3 cr.)** P: P502, W502. Application of general systems theory to management of complex industrial projects and research programs.
- P590—Independent Study in Production Management and Industrial Engineering (M.B.A.) (cr. arr.)** P: P502. For production majors. Independent study opportunity for those having a special institutional or functional interest in some phase of operations management other than industrial engineering. Written reports required.
- P600—Seminar in Production (D.B.A.) (cr. arr.)** Current research in an area related to production management. Topics include plant location and layout, job-shop scheduling, statistical quality control, inventory control, design of operating systems.
- P620—Decisions and Artificial Intelligence (3 cr.)** Methods for the analysis of nonnumerical decision problems in production, including plant layout, assembly-line balancing, and scheduling. List processing: list structures, basic processes, recursion. Topics in graph theory: enumeration of paths, shortest-path problems, matrix methods. Artificial intelligence: problem-solving processes, construction of subproblems, representation of data.
- P625—Dynamic Control Systems (3 cr.)** Analysis of dynamic properties of control systems, including stability, Laplace and z-transformation methods, analysis of nonlinear systems. Optimal control: nonlinear programming, calculus of variations, dynamic programming methods for deterministic control problems, stochastic and adaptive control. Topics in inventory theory.

Real Estate Administration

- R501—Real Estate and Land Economics (3 cr.)** A comprehensive course for students with no background in real estate or allied areas. Factors affecting real estate decisions in the private and public sectors are emphasized. Real estate values, valuation location and market factors, land utilization, development, management, marketing, and financing are given special attention.
- R502—Administration of Real Estate Resources (3 cr.)** P: R501 or equivalent. Problems in utilization of real estate resources by business firms. Inter-relationship between business and public decisions and policies related to the acquisition, development, use, and renewal of real property. Emphasis on emerging trends in the utilization of real estate resources.
- R590—Research in Real Estate and Land Economics (M.B.A.) (cr. arr.)** For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.

R645—Real Estate Administration and Economic Growth (3 cr.) Administration of real estate resources, relationships between real estate and other functions in organizational structure of business firms; production, financing, and marketing of real estate resources; governmental and institutional framework of real estate administration; current trends in management, appraisal, financing, mortgage risk rating, building, and related practices.

Applied Urban Economics

S503—Applied Urban Economics: Theory, Problems, and Policy (3 cr.) Applies the tools of economic analysis to cities and to particular urban problems. Areas of study include the theory of urban growth and structure, location theory, and relationships between households, business firms, and the public sector in the urban economy.

S603—Methods of Urban and Regional Analysis (3 cr.) Study topics include the theory of urban and regional growth, the economics of location and land use, techniques of urban and regional analysis such as urban and regional social accounting, input-output models, gravity models, and linear programming.

S604—Problems and Policy for Urban Development (3 cr.) P: S603 or permission of instructor. Selected problems of contemporary cities. Attention will be given to benefit-cost analysis, nonmarket decision-making, user charges, and externalities in an urban context.

S670—Faculty-Graduate Student Research Workshop in Applied Urban Economics (cr. arr.) For all faculty, postdoctoral fellows, and graduate students in applied urban economics. Reports will be presented on research in progress by faculty, graduate students, and visiting scholars. Monitoring and analysis of new developments in urban and regional economics.

S798—Research Seminar in Applied Urban Economics (3 cr.) P: Consent of the instructor. Each student will develop and initiate an individual research project in applied urban economics. Students will participate in evaluation of research projects of other seminar members.

Transportation

T501—The Transportation Dimension (3 cr.) Not open to students with T300 or equivalent. An examination of transportation and its components and their impact on the economy and society. History, economics, regulation, and policy issues are explored and analyzed for the various carriers—rail, motor, air, water, pipeline, and urban mass transit systems.

T502—Transportation Analysis and Carrier Management (3 cr.) P: T501 or equivalent. Transport economics, including costs, demand, and pricing, with the use of quantitative techniques. Management problems peculiar to transportation firms—rates, services, and facilities—and current regulatory trends and policies.

T505—Physical Distribution Management (3 cr.) P: T501 or equivalent, or permission of instructor. Not open to students with T405 or equivalent. An examination of the role of distribution and its handling, inventory control, facility location, and customer service needs. Traffic organization functions, business logistics, carrier selection, determination of rates, and classification are studied.

- T506—Business Logistics (3 cr.)** P: K515, P502, T505. Use of quantitative methods in solving problems in business logistics. Problems in the areas of physical distribution management, facility location, inventory control, mode selection, and related investment decisions are investigated using quantitative methods such as optimization theory and simulation.
- T590—Research in Transportation (M.B.A.) (cr. arr.)** For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- T607—Seminar in Transport Problems (3 cr.)** An investigation of specific problems in given areas of transportation.
- T790—Research in Transportation (D.B.A.) (cr. arr.)**
- T798—Research Seminar Logistics Systems (3 cr.)** Current research topics in logistics systems analysis. Use of quantitative techniques and the computer for the analysis of complex supply and distribution problems in the organization. Includes models of customer service response, transport carrier performance, evaluation and selections, inventory location and control, logistics system planning and design, and inter-organizational analysis.

Public Utilities

- U501—Public Utility Theory and Analysis (3 cr.)** Not open to students with U300 or equivalent. The economic, legal, and historical developments of public utilities are explored and analyzed. Regulatory theory as it applies to the electric, gas, water, and communications industries are discussed. Also, the controversial issues of public versus private ownership are investigated.
- U506—Problems in Public Utility Regulation and Management (3 cr.)** P: U501. Critical investigation of regulatory problems arising among regulatory agencies, public utilities, and consumers. Stress is placed on cost of service—depreciation, cost of capital, taxes, and other expenses. Differential rate-making, problems of labor, and capital attraction are also discussed. The impact of technological change is explored.
- U590—Research in Public Utilities (M.B.A.) (cr. arr.)** For students engaged in special research problems.
- U603—Seminar in Public Utilities (cr. arr.)** Current topics in public utilities. Recent administrative and judicial decisions, industry problems, the relationship of developments in economic theory to regulatory and managerial processes.

Management and Administrative Studies

- W502—Administration (3 cr.)** P: Z502, K501. Analysis of the interaction of the administrative process and the organization in attaining goals in various environments.
- W504—Society, Business, and Administration (3 cr.)** Examines some of the key political, legal, institutional, and moral foundations of business and the changing role of the private business firm and its administrators in both domestic and international settings. Selected cases emphasizing economic, social, and moral problems having implications for corporate policy are used to develop the analytical skills and knowledge necessary to adapt the firm to its changing environment.

- W506—Comparative Studies in Administration (3 cr.)** Analysis of administration as a variable in organizations of differing ownership, purpose, and operation functioning in differing environments to create varying goals and values. Emphasis is on the search for like and unlike attributes and patterns and comparison from one kind of private and public or joint control to another in firms and agencies of varied purpose and function operating in widely differing economic, social-cultural, political, technological, and moral environments.
- W507—Management Information Systems Applications** P: A504 and K505. An integration of applications and techniques. The design of management information systems. Advanced topics including the interaction between organization structure, the information system, and the data base. Case studies of system design and implementation.
- W518—Administrative Policy (3 cr.)** The focus of study is the administration of the business firm from the point of view of top management involving: the formulation and administration of policy; the integration of internal operations with each other and with environment; the diagnosis of executive and organizational problems; the evaluation of business risks and strategy alternatives; the development of long-range plans and programs; the means of organization and executive control; and the evaluation of administrative strategy for the business corporation. Case studies, research reports, and business game supplement lecture-discussions and selected readings.
- W527—Case Research in Business Administration (cr. arr.)** With approval of his faculty adviser, the student selects a case problem. The product of this research shall be a written study.
- W530—Theories of Organization (3 cr.)** Social-scientific studies of organizations. Comparative analysis-seeking patterns and systematic explanation of differences among organizations. Focus on dynamics of interaction between organizations and their environments. Empirical evidence considered.
- W590—Independent Study in Business Administration (M.B.A.) (cr. arr.)** For students engaged in special research problems. Admission arranged by chairman of the student's graduate study committee or by his faculty adviser.
- W601—Current State of Administration (3 cr.)** Critical appraisal of current theories of administration including the assumptions on which they rest, the environment in which they were conceived, the disciplines on which they draw, the concepts used to achieve focus and integration, the problems addressed, the methods used to collect and analyze evidence, the proofs accepted, the practical consequences to which they lead, and the implications for strengthening a discipline of administration. Emphasis is on responsibilities, roles, and values involved in administration; the interaction of administrators, organizations, and environments, and the processes involved in administering complex organizations with multiple goals and programs in varied environments.
- W605—Management Thought: History and Development (3 cr.)** Identification, analysis, and synthesis of fundamental concepts of management and administration as they emerged in the environmental conditions and prevailing value system of the nineteenth and twentieth centuries.

W798—Research Seminar in Management and Administrative Studies (cr. arr.)

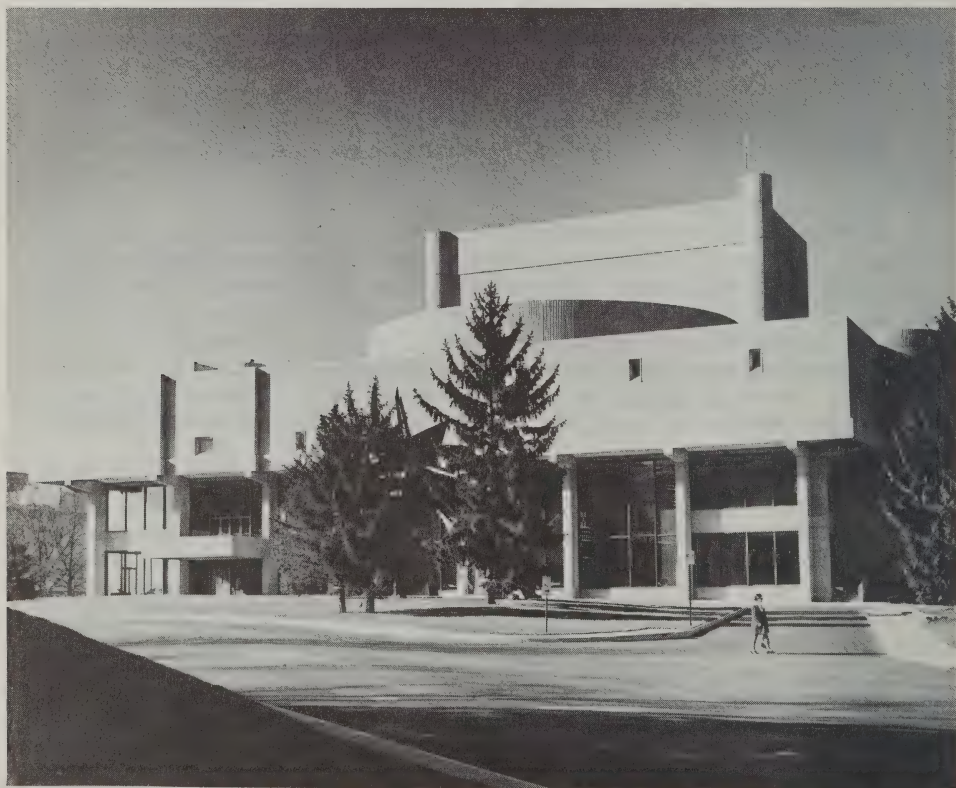
On-going departmental seminar at the doctoral and postdoctoral level concerned with strategies for constructing theory, designing research, and the relation and use of both in building a discipline of administration. Emphasis is on any combination of contributing disciplines, analytical tools, conceptualization, cumulation, innovation, and verification that will help in designing and executing studies to advance the discipline.

D.B.A. General Courses

X680—Supervised Readings in Business (D.B.A.) (cr. arr.) P: Consent of student's adviser. For advanced graduate students preparing for field examinations.

X798—Research Seminar in Business (3 cr.)

X799—Dissertation in Business Administration (D.B.A.) (cr. arr.)



Musical Arts Center

Courses in the Department of Economics (Graduate School)

Courses in the 300's and 400's, listed here and described in the *Bulletin of the College of Arts and Sciences*, are open to graduate students under certain conditions:

- E310—Modern European Economic History (3 cr.)**
- E311—Modern Asian Economic History (3 cr.)**
- E325—Comparative Economic Systems (3 cr.)**
- E345—Social Welfare Policy (3 cr.)**
- E385—Economics of Industry (3 cr.)**
- E409—Economic History of the U.S. from Colonial Times to 1860 (3 cr.)**
- E410—Economic History of the U.S. from 1860 to the Present (3 cr.)**
- E420—History of Economic Thought (3 cr.)**
- E430—International Economics (3 cr.)**
- E445—Practice and Problems of Collective Bargaining (3 cr.)**
- E447—Economics of the Labor Market (3 cr.)**
- E471—Statistical Theory in Economics and Business (3 cr.)**
- E472—Introduction to Econometrics (3 cr.)**
- E483—Resources and Population (3 cr.)**
- E485—Social Control of Industry (3 cr.)**
- E504—Mathematics for Economists (3 cr.)** P: K501 or a year of calculus. Survey of linear algebra and differential and difference equations with emphasis on economic applications.
- E510—Methods of Research in Economic History (2 cr.)** Development of basic historical methods of research and their application to economic and business history; relations between economic and business history; survey of leading bibliographical sources and research materials.
- E513—Problems in Economic History (3 cr.)** Major trends and landmarks in the development of the modern economy; last third of course devoted to individual research papers.
- E521—Theory of Prices and Markets I (3 cr.)** Pure theory of consumer behavior, competitive exchange; theory of production; resource allocation; Pareto optimum; two-sector general equilibrium; monopoly and monopsony.
- E522—Theory of Income and Employment I (3 cr.)** Intensive study of intermediate income theory; emphasis on construction and empirical significance of aggregative economic models of the determination of income, employment, and price level.
- E527—Theory of Social Economics (3 cr.)** Max Weber's theory of social economics and the typological method. Objective is to provide a conceptual framework for the study of actual economic systems.
- E530—International Economics (4 cr.)** Evolution of international economics in relation to other branches of economics; present status of theory of international economics; significant developments since 1918; economic implications of the present role of the United States in international affairs. May follow E430.
- E533—Current Problems in International Economics (2 cr.)** P: E530 or consent of instructor. Current problems in international economic relations: exchange rate policy, international monetary mechanism, customs unions, and related issues.
- E540—Labor Economics: Graduate Survey (4 cr.)** Topics include unemployment, wage theory and policy, trade unionism, collective bargaining, and industrial relations law. Open to all graduate students.

- E547—Government Regulation of Labor Relations (3 cr.)** Role of government in labor management relations. Specific topics: labor injunction, antitrust laws and unions, major labor relations laws with special emphasis on Taft-Hartley Act.
- E548—Economics of Manpower Planning (3 cr.)** Theoretical and applied analysis of the economics of manpower and educational planning methods, mathematical models, and evaluative techniques (cost/benefit, systems analysis, PPBS). Analysis of changing manpower requirements, federal manpower development programs, and educational responses. Externalities and income distribution. Manpower planning in developing countries.
- E550—Monetary Theory and Organization (3 cr.)** Theory and practice of monetary control; supply and demand functions for money, instruments of monetary control, channels through which money exerts influence on the economy.
- E551—Monetary Theory and Control (3 cr.)** Theory of portfolio allocation with specific reference to commercial banking; theory and practice of central bank control instruments and models of Federal Reserve behavior; role of money in determining equilibrium and growth.
- E560—Microeconomic Aspects of Public Finance (3 cr.)** Partial and general equilibrium analysis of various topics including tax incidence and efficiency, public goods theory, public pricing problems, social discounting, and nonmarket decision-making.
- E561—Macroeconomic Aspects of Public Finance (3 cr.)** Fiscal policy rules and goals in stabilizing economic systems. Potential output. Growth. Investment incentives. Inflation and debt management.
- E562—Theory and Analysis of Public Expenditures (3 cr.)** Welfare economics and the theoretical rationale for collective action. Externalities and property rights. Program budgeting and benefit cost analysis. Empirical and econometric evaluation of public programs.
- E565—Theory of Income Distribution (3 cr.)** The size distribution of income and its functional forms. Distribution by factor shares. Distributive growth models. Fiscal redistribution.
- E571—Statistical Techniques in Economics I (3 cr.)** P: K501, or equivalent. Probability and probability distributions. Theory of Estimation and hypothesis testing. Non-parametric statistics.
- E572—Statistical Techniques in Economics II (3 cr.)** P: E571, E504, or equivalent. analysis of Variance; regression analysis; sample survey design; index number construction.
- E585—Industrial Organization and Control (3 cr.)** Analysis of interrelated structure, behavior, and performance in industrial markets and multimarket corporations. Multidimensional nature of competitive processes. Public controls. Topics include patterns of oligopoly, vertical integration, conglomeration, entry barriers: "cartelized" coalescence, limit pricing, price discrimination, long-term contracts; capacity expansion and utilization, resource re-allocation and innovation.
- E591—Quantitative Economic Policy and Planning (3 cr.)** Study of economic aspects of government action in pursuit of certain aims. Decision-making process: objectives and instruments; economic policy models; programmatic aspects of economic policy-making.
- E592—Economic Development and Growth (3 cr.)** Analytical survey of significant factors affecting economic development, with particular reference to low income countries. Theories of economic growth and development; analytical concepts prominent in such theories; implications for central problems of development.

- E597—Structure and Functioning of Soviet-Type Economies (3 cr.)** Nature of planning; input-output, linear programming, balanced estimates; centralized vs. decentralized decisions; organizational structure of economic sectors; labor, management, and industrial relations.
- E598—Allocation of Resources and Economic Growth in Soviet-Type Economies (3 cr.)** P: E597 or consent of instructor. Theories of socialist pricing; issue of rationality—vonMises and others; Lange-Lerner model; marginalism and labor theory of value; problem of measurement; national income; comparison with Western economics.
- E620—History of Economic Theory (3 cr.)** Study of main developments in evolution of modern economic theory, emphasizing technical and analytical questions and problems.
- E621—Theory of Prices and Markets II (3 cr.)** P: E521 calculus and linear algebra or E504. Analysis of equilibrium, first- and second-order conditions; statistical derivation of demand and cost curves; activity analysis general equilibrium; welfare economics; microeconomics of capital theory; pure oligopoly and game theory.
- E622—Theory of Income and Employment II (3 cr.)** P: E522, calculus and linear algebra or E504. Money and general equilibrium; consumption function; theoretical and empirical studies; investment function; liquidity preference and portfolio balance; theory of growth, economic fluctuations.
- E624—Mathematical Economics: Theory of Rest (3 cr.)** P: one year of calculus, one semester of linear algebra, or consent of instructor. Mathematical analysis of problems of rest via Central Principle of Rest: static efficiency of centralized and decentralized economic systems; finite and continuous games.
- E625—Mathematical Economics: Theory of Motion (3 cr.)** P: one year of calculus, one semester of linear algebra, or consent of instructor. Mathematical analysis of problems of motion via Central Principle of Motion: dynamic efficiency of centralized and decentralized economic systems; differential games.
- E671—Econometrics I (3 cr.)** P: E572 or equivalent. Introduction to econometric theory. Parameter estimation for single and multiple equation systems. Inference and hypothesis testing. Monte Carlo studies.
- E672—Econometrics II (3 cr.)** P: E671, or equivalent. Advanced topics in econometrics. Estimation of dynamic equation systems. Spectrum analysis. Problems of design for large macro-econometric models.
- E673—Topics in Statistics (3 cr.)** P: E572, or equivalent. Content varies. Topics include: sample survey design, multivariate analysis, non-parametric statistics.
- E696—Financial Problems of Development in Economically Underdeveloped Countries (3 cr.)** In types of contexts indicated by course title: fiscal, monetary, and balance-of-payments problems; taxation and tax systems; monetary policy.
- E700—Thesis Seminar (no credit)** All Ph.D. students who have completed their core theory examination must attend the thesis seminar every semester they are in residence.
- E701—Seminar in Economics (cr. arr.)**
- E724—Seminar in Economic Theory (3-6 cr.)** Advanced topics in business cycles, general equilibrium, growth, mathematical, economics, and welfare economics offered periodically.

- E725—Seminar in Comparative Economic Systems (3 cr.)** P: Consent of instructor. Comparison of influential theories of major contemporary economic systems: private capitalism, state capitalism, Marxism, democratic socialism.
- E748—Seminar in the Economics of Labor and Human Resources Development (cr. arr.)** Topical problems in labor; labor markets; comparative labor economics; economics of manpower planning, education, health applied economics of employment of minorities and disadvantaged.
- E752—Seminar in Money (3 cr.)** Current topics in advanced monetary and banking theory. Preparation of a research paper and oral presentation to a seminar.
- E787 (Law B787)—Joint Seminar in Law and Economics of Business Control (2 cr.)** Topical problem in antitrust law, emphasizing economic implications for industrial organization, e.g., Robinson-Patman Act, international cartels, corporate acquisitions, or patents.
- E792—Workshops in Problems of Development (3 cr.)** In-depth study of specific underdeveloped area or specific topic in problems of underdevelopment. (For current offerings, see *Schedule of Classes*.)
- E793—Seminar in Planning Strategies and Techniques (3 cr.)** P: E591. Analysis of strategic choices and planning methods in Western macroeconomic and Soviet-type microeconomic planning. Theory and practice of planning in underdeveloped countries.
- ★**E800—Research in Economics (cr. arr.)**
- ★**E808—Thesis (A.M.) (cr. arr.)**
- ★**E809—Thesis (Ph.D.) (cr. arr.)**
- ★**E810—Readings in Economic History (1-6 cr.)**
- ★**E824—Readings in Economic Theory (1-6 cr.)**
- ★**E825—Readings in Comparative Economic Systems (1-6 cr.)**
- ★**E830—Readings in International Economics (1-6 cr.)**
- ★**E840—Readings in Economics of Labor and Human Resources Development (1-6 cr.)**
- ★**E850—Readings in Money and Banking (1-6 cr.)**
- ★**E860—Readings in Public Finance (1-6 cr.)**
- ★**E870—Readings in Econometrics Statistics (1-6 cr.)**
- ★**E880—Readings in Social Control of Industry (1-6 cr.)**
- ★**E890—Readings in Planning; Economic Development (1-6 cr.)**
- S503—Applied Urban Economics: Theory, Problems, and Policy (3 cr.)** Applies the tools of economic analysis to cities and to particular urban problems. Areas of study include the theory of urban growth and structure, location theory, and relationships between households, business firms, and the public sector in the urban economy.
- S603—Methods of Urban and Regional Analysis (3 cr.)** Study topics include the theory of urban and regional growth, the economics of location and land use, techniques of urban and regional analysis such as urban and regional social accounting, input-output models, gravity models, and linear programming.
- S604—Problems and Policy for Urban Development (3 cr.)** P: S603 or permission of instructor. Selected problems of contemporary cities. Attention will be given to benefit-cost analysis, nonmarket decision-making, user charges, and externalities in an urban context.

★ Courses exempt from the incomplete rule. (See page 12 of the *Graduate School Bulletin*, 1971-72.)

S670—Faculty-Graduate Student Research Workshop in Applied Urban Economics (cr. arr.) For all faculty, postdoctoral fellows, and graduate students in applied urban economics. Reports will be presented on research in progress by faculty, graduate students, and visiting scholars. Monitoring and analysis of new developments in urban and regional economics.

S798—Research Seminar in Applied Urban Economics (3 cr.) P: consent of the instructor. Each student will develop and initiate an individual research project in applied urban economics. Students will participate in evaluation of research projects of other seminar members.

Graduate G591—Methods of Population Analysis and Their Applications (3 cr.) P: a course in statistics. Techniques of measuring and analyzing population size and trends, fertility and mortality patterns, migration flows. Population estimates and projections. Major models of formal demography.

Graduate G773—Seminar in American Economic History (4 cr.) Selected topics in American economic history from colonial period to present. Offered by Departments of Economics and History.



Research Computing Center



Eigenmann Center for single graduate students

Faculty of the School of Business

Bateman, James F., Ph.D. (Tulane University of Louisiana, 1965), Acting Chairman and Associate Professor of Business Economics and Public Policy

Belth, Joseph M., Ph.D. (University of Pennsylvania, 1961); C.L.U.; C.P.C.U.; Professor of Insurance

Bequele, Assefa, A.M. (University of California, 1965), Visiting Faculty Lecturer in Business Economics

Bible, Douglas, M.B.A. (Indiana University, 1971), Faculty Lecturer in Business Administration, and Administrative Director of the Honors Program

Bloom, George F., D.B.A. (Indiana University, 1953), Real Estate Director, Treasurer's Office, and Professor of Real Estate Administration

Bonser, Charles F., D.B.A. (Indiana University, 1965), Special Assistant to the President, and Associate Professor of Business Administration

Bossort, Thomas R., Jr., M.B.A. (Indiana University, 1949), Professor of Management

Brown, Nicholas K., J.D. (Indiana University, 1969), Assistant Professor of Business Law

Bunke, Harvey C., Ph.D. (University of Illinois, 1951), Associate Dean, and Coordinator of Overseas Projects; Professor of Business Economics and Public Policy

Cabot, Anthony V., Ph.D. (Northwestern University, 1968), Associate Professor of Quantitative Business Analysis

Clayton, Bernard, Jr., Business Economics Editor (News Bureau and School of Business)

Cort, Stanton, D.B.A. (Harvard University, 1972), Assistant Professor of Marketing

Crawford, T. James, Ph.D. (University of Pittsburgh, 1956), Chairman, Business Education and Office Management, and Professor of Business Education (School of Business); Professor of Education (School of Education, Graduate School)

Dalrymple, Douglas Jesse, D.B.A. (Michigan State University, 1964), Associate Professor of Marketing

David, H. Donald, D.B.A. (Indiana University, 1959), Associate Professor of Business Education

Day, Ralph L., Ph.D. (University of North Carolina, 1961), Professor of Business Administration

DeHayes, Daniel W., Jr., Ph.D. (Ohio State University, 1968), Assistant Professor of Business Logistics

Dieterle, D. Lyle, M.S. (University of Illinois, 1931); C.P.A.; Professor of Accounting

Donnell, John D., D.B.A. (Harvard University, 1966), Chairman and Professor of Business Law

Dowling, Leo R., A.M. (Indiana University, 1943), Associate Dean of Students; Adviser to Foreign Students; Assistant Professor of Business Administration

Dubowsky, Martin Jay, J.D. (University of Chicago, 1970), Assistant Professor of Business Law (School of Business); Associate Professor of Education (School of Education)

- Dvorak, Earl A.**, Ed.D. (Indiana University, 1951), Associate Professor of Business Education
- Edwards, Edward E.**, M.S. (Indiana University, 1934), Fred T. Greene Professor of Finance
- Estafen, Bernard D.**, Ph.D. (University of California, Los Angeles Campus, 1967), Associate Professor of Business Administration, and Senior Researcher in the International Business Research Institute
- Ewers, Joseph R.**, D.B.A. (Indiana University, 1959), Associate Professor of Business Administration
- Eyster, Elvin S.**, Ed.D. (Indiana University, 1945), Professor of Business Administration (School of Business); Professor of Business Education (School of Education, Graduate School)
- Farmer, Richard N.**, Ph.D. (University of California, Berkeley Campus, 1957), Chairman and Professor of International Business Administration; Chairman of the Institute for Human Resources Development
- Finkel, Sidney Rattner**, Ph.D. (University of North Carolina, 1968), Visiting Assistant Professor of Finance
- Foust, James D.**, Ph.D. (University of North Carolina, 1968), Associate Professor of Business Economics and Public Policy
- Franklin, Joseph A.**, B.S. (Indiana University, 1927), Fiscal Counsel to the President; Faculty Lecturer in Business Administration
- Fratianni, Michele**, Ph.D. (Ohio State University, 1971), Assistant Professor of Business Economics and Public Policy
- Frumer, Samuel**, D.B.A. (Indiana University, 1960); C.P.A.; Professor of Accounting
- Gordon, Paul J.**, Ph.D. (Syracuse University, 1958), Professor of Management
- Granbois, Donald H.**, D.B.A. (Indiana University, 1963), Professor of Marketing
- Greene, Charles N.**, Ph.D. (Ohio State University, 1969) Assistant Professor of Personnel and Organizational Behavior
- Groff, Gene K.**, D.B.A. (Indiana University, 1960), Professor of Business Administration
- Grossack, Irvin M.**, Ph.D. (Columbia University, 1962), Associate Professor of Business Economics and Public Policy
- Haeberle, William L.**, D.B.A. (Indiana University, 1952), Director of the Indiana Executive Program, and Professor of Management
- Halterman, Jean C.**, D.B.A. (Indiana University, 1954), Professor of Marketing
- Hand, Herbert H.**, Ph.D. (Pennsylvania State University, 1969), Assistant Professor of Business Administration
- Haring, Albert**, Ph.D. (Yale University, 1925), Emeritus Professor of Marketing
- Harnett, Donald L.**, Ph.D. (Cornell University, 1964), Professor of Quantitative Business Analysis, and Senior Researcher in the International Business Research Institute
- Hartley, Joseph R.**, D.B.A. (Indiana University, 1957) Professor of Business Administration

Hatchett, John, B.S. (Indiana University, 1947), C.P.A.; Assistant Vice-President and Treasurer, and Research Contract Director (Treasurer's Office), and Faculty Lecturer in Accounting

Hay, Leon E., Ph.D. (University of Illinois, 1954); C.P.A.; Professor of Accounting

Heintz, James Anthony, D.B.A. (Washington University, 1971), C.P.A.; Assistant Professor of Accounting

Heitger, Lester E., Ph.D. (Michigan State University, 1971); C.P.A., Assistant Professor of Accounting

Hershey, Gerald Lee, Ph.D. (Indiana University, 1971), Assistant Professor of Business Administration

Hettenhouse, George W., Ph.D. (Purdue University, 1970), Assistant Professor of Finance

Hewitt, Charles M., D.B.A. (Indiana University, 1955), Dean of the University Division, and Professor of Business Law

Hinton, Bernard, Ph.D. (Stanford University, 1966), Acting Chairman of Production Management and Industrial Engineering, of Personnel and Organizational Behavior, and of Management and Administrative Studies; Associate Professor of Personnel and Organizational Behavior

Hogue, W. Dickerson, A.B. (Oberlin College, 1938), Research Associate in the International Business Research Institute, and Faculty Lecturer in International Business Administration

Horowitz, Ira, Ph.D. (Massachusetts Institute of Technology, 1959), Professor of Business Administration, and Senior Researcher in the International Business Research Institute

Jaffee, Bruce, Ph.D. (Johns Hopkins University, 1971), Assistant Professor of Business Economics and Public Policy

Kreider, Lawrence E., Ph.D. (Purdue University, 1953), Associate Professor of Business Economics and Public Policy, and Associate Director of the Bureau of Executive Education

Kuntz, Edward J., Ed.D. (Indiana University, 1956), Associate Dean of the Division of Continuing Education, and Professor of Business Administration

Logue, Dennis E., Ph.D. (Cornell University, 1971), Assistant Professor of Finance

Long, John D., D.B.A. (Indiana University, 1954); C.L.U.; C.P.C.U.; Chairman and Professor of Insurance

Lusk, Harold F., S.J.D. (University of Michigan, 1941), Professor Emeritus of Business Law

MacKay, David B., Ph.D. (Northwestern University, 1971), Assistant Professor of Marketing

Marcus, Morton Josiah, A.M. (Washington University, 1963), Faculty Lecturer in Business Research

Martin, David D., Ph.D. (University of California, Los Angeles Campus, 1955), Professor of Business Economics and Public Policy

Martin, E. Wainwright, Jr., Ph.D. (Ohio State University, 1952), Chairman of Quantitative Business Analysis, and Professor of Business Administration

Martin, Kenneth E., Ph.D. (Indiana University, 1971), Assistant Professor of Business Administration

Matulich, Serge, Ph.D. (University of California, Berkeley Campus, 1971), Assistant Professor of Accounting

McKibbin, Lawrence, Ph.D. (Stanford University, 1968), Assistant Professor of Business Administration, and Senior Researcher in the International Business Research Institute

Mee, John F., Ph.D. (Ohio State University, 1959), Dean of the Division of General and Technical Studies; Mead Johnson Professor of Management; Chairman of the Long-Range Managerial Planning Committee in the Aerospace Research Applications Center

Merville, Larry, Ph.D. (University of Texas, 1971), Assistant Professor of Finance

Mikesell, R. Merrill, M.S. (Indiana University, 1926); C.P.A.; Professor Emeritus of Accounting

Miller, Delbert C., Ph.D. (University of Minnesota, 1940), Professor of Sociology (College of Arts and Sciences, Graduate School); Professor of Business Administration (School of Business)

Miller, Joseph C., Ph.D. (University of Wisconsin, 1971), Assistant Professor of Marketing

Milroy, Robert R., Ph.D. (University of Iowa, 1938), J.D. (Indiana University, 1956); C.P.A.; Professor of Accounting

Muth, John F., Ph.D. (Carnegie-Mellon University, 1962), Professor of Production Management

Myers, John H., Ph.D. (Northwestern University, 1943); C.P.A.; Chairman and Professor of Accounting

Nehrt, Lee Charles, Ph.D. (Columbia University, 1962), Professor of International Business Administration and Senior Researcher in the International Business Research Institute

Novit, Mitchell S., Ph.D. (University of Michigan, 1966), Associate Professor of Personnel and Organizational Behavior

Olshavsky, Richard William, Ph.D. (Carnegie-Mellon University, 1967), Associate Professor of Marketing

Organ, Dennis Wayne, Ph.D. (University of North Carolina, 1970), Assistant Professor of Personnel and Organizational Behavior

Otteson, Schuyler F., Ph.D. (Ohio State University, 1948), Dean, and Professor of Business Administration

Panschar, William G., Ph.D. (Northwestern University, 1956), Chairman of the Undergraduate Program, and Professor of Marketing

Parrish, Frank, M.S. (Indiana University, 1967), Administrative Director of Graduate Programs, and Faculty Lecturer in Business Administration

Patterson, James M., Ph.D. (Cornell University, 1961), Professor of Marketing

Perkins, William C., D.B.A. (Indiana University, 1966), Associate Professor of Quantitative Business Analysis

Pfister, Richard L., Ph.D. (Massachusetts Institute of Technology, 1959), Director of the Division of Research, and Professor of Applied Urban Economics

Pinnell, W. George, D.B.A. (Indiana University, 1954), Vice-President and Treasurer; Professor of Business Administration

Pohlen, Michael F., Ph.D. (Ohio State University, 1967), Associate Professor of Production Management and Industrial Engineering

Porter, John H., D.B.A. (Indiana University, 1956), Assistant Dean for Student Affairs, and Professor of Business Administration

Powell, Charles Randall, M.B.A. (Indiana University, 1966), Associate Director of the Business Placement Office

Pressler, Stanley A., M.B.A. (Northwestern University, 1938); C.P.A.; Professor of Accounting

Prickett, Alva L., A.M. (University of Illinois, 1918), Professor Emeritus of Accounting

Raber, Nevin W., A.M., A.M. in L.S. (Indiana University, 1952), Business Librarian, and Assistant Professor of Business Administration

Reitz, H. Joseph, Ph.D. (Massachusetts Institute of Technology, 1969), Assistant Professor of Business Administration

Robertson, Ross M., Ph.D. (University of Kansas, 1948), Director of Business History Studies, Professor of Business Economics and Public Policy

Rutten, David Peter, Ph.D. (University of Minnesota, 1970), Assistant Professor of Quantitative Business Analysis

Ryan, William G., M.B.A. (Harvard University, 1956), Executive Editor of *Business Horizons*; Associate Director, Division of Research; and Assistant Professor of Business Administration

Sauer, Donald H., D.B.A. (Indiana University, 1959), Professor of Finance

Sauvain, Harry C., D.C.S. (New York University, 1935), University Professor of Finance

Scott, William E., Jr., Ph.D. (Purdue University, 1963), Professor of Personnel and Organizational Behavior

Seawell, Lloyd V., D.B.A. (Indiana University, 1958); C.P.A.; Professor of Accounting

Shaffer, Robert H., Ph.D. (New York University, 1945), Professor of Business Administration (School of Business); Professor of Education (School of Education, Graduate School)

Silverstein, Nathan L., Ph.D. (University of Wisconsin, 1936), Professor of Finance

Simkowitz, Michael A., Ph.D. (New York University, 1970), Assistant Professor of Finance

Sims, Henry, Ph.D. (Michigan State University, 1971), Assistant Professor of Production Management

Smerk, George M., Jr., D.B.A. (Indiana University, 1963), Professor of Transportation

Snider, J. Douglas, M.B.A. (Indiana University, 1949), Director of the Business Placement Office, and Associate Professor of Management

Starr, George W., M.S. (Ohio State University, 1925), Professor Emeritus of Public Utilities and Transportation

Stephenson, P. Ronald, Ph.D. (Ohio State University, 1966), Associate Professor of Marketing

Stockton, R. Stansbury, Ph.D. (Ohio State University, 1956), Chairman of the Doctor of Business Administration Program; Professor of Management

Suellflow, James E., Ph.D. (University of Wisconsin, 1965), Associate Professor of Business Administration

Summers, John O., Ph.D. (Purdue University, 1968), Assistant Professor of Marketing

Thorelli, Hans B., Ph.D. (University of Stockholm, Sweden, 1954) LL.B.; Professor of Business Administration

Timms, Howard L., D.B.A. (Indiana University, 1955), Professor of Management

Turner, Robert C., Ph.D. (Ohio State University, 1937), Vice-Chancellor for Administration and Budgetary Planning (Bloomington Campus); Distinguished Professor of Business Economics and Public Policy

Tuttle, Donald L., Ph.D. (University of North Carolina, 1965), Chairman and Professor of Finance

Utterback, James M., Ph.D. (Massachusetts Institute of Technology, 1968), Assistant Professor of Business Administration

Walden, Robert E., Ph.D. (University of Iowa, 1938), C.P.A.; Professor of Accounting

Waldman, Joseph M., D.B.A. (Indiana University, 1966), Assistant Dean for Administration, and Associate Professor of Business Administration

Waters, Lawrence L., Ph.D. (University of Illinois, 1939), University Professor of Transportation and of Business History

Weesakul, Boonserm, Ph.D. (University of West Australia, 1962), Visiting Faculty Lecturer

Weimer, Arthur M., Ph.D. (University of Chicago, 1934), Special Assistant to the President of the University; Vice-Chairman of the Aerospace Research Applications Center; Professor of Real Estate Administration; Savings and Loan Professor of Business Administration

Wells, Herman B., A.M., LL.D. (Indiana University, 1927, 1962), Chancellor of the University; Professor of Business Administration

Wentworth, Jack R., D.B.A. (Indiana University, 1959), Chairman of the Master of Business Administration Program, and Professor of Business Administration

Willett, Ronald P., D.B.A. (Indiana University, 1959), Chairman, and Professor of Marketing

Williams, Edgar G., D.B.A. (Indiana University, 1952), Professor of Business Administration

Wilson, George W., Ph.D. (Cornell University, 1955), Dean, College of Arts and Sciences; Professor of Economics (College of Arts and Sciences, Graduate School); Professor of Business Administration (School of Business)

Winkler, Robert L., Ph.D. (University of Chicago, 1966), Associate Professor of Quantitative Business Analysis

Wolkoff, Dennis, J.D. (Harvard University, 1971), Assistant Professor of Business Law

Wood, Donald Arthur, Ph.D. (Purdue University, 1968), Assistant Professor of Business Administration

Wyllie, Eugene D., Ed.D. (Indiana University, 1961), Associate Professor of Business Education (School of Business); Associate Professor of Education (School of Education)

Faculty Associates

Bundles, Henry S., Jr., President, Summit Laboratories, Inc., of Indianapolis, Indiana

Elmer, William M., President, Texas Gas Transmission Corporation, Owensboro, Kentucky

Evans, Daniel F., President, L. S. Ayres & Company, Indianapolis, Indiana

Harring, James P., President, the Kroger Company, Cincinnati, Ohio

May, Guthrie, President, Guthrie May & Co., Inc., Evansville, Indiana

Randall, K. A., Vice-Chairman, United Virginia Bankshares, Inc., Richmond, Virginia



Faculty of the Department of Economics

Andrews, William H., Ph.D. (University of Chicago, 1949), Professor of Economics

Bachmura, Frank T., Ph.D. (University of Chicago, 1953), Associate Professor of Economics

Batchelor, Joseph A., Ph.D. (Northwestern University, 1942), Associate Professor of Economics

Behling, David J., Jr., Ph.D. (Harvard University, 1971), Assistant Professor of Economics

Berry, Mrs. Sara, Ph.D. (University of Michigan, 1967), Assistant Professor of Economics

Boughton, James, Ph.D. (Duke University, 1969), Assistant Professor of Economics

Campbell, Robert W., Ph.D. (Harvard University, 1956), Professor of Economics

Cauley, Troy J., Ph.D. (University of Wisconsin, 1931), Professor of Economics

Christenson, Carroll L., Ph.D. (University of Chicago, 1931), Professor Emeritus of Economics

Crawford, Mary M., Ph.D. (Columbia University, 1942), Associate Professor Emeritus of Economics

DeWitt, Nicholas, Ph.D. (Harvard University, 1962), Professor of Economics and of Political Science

Gehrels, Franz, Ph.D. (Stanford University, 1953), Professor of Economics

Gordon, H. Scott, Ph.D. (McGill University, Canada, 1964), Chairman and Professor of Economics

Green, R. Jeffery, Ph. D. (University of Illinois, 1967), Assistant Professor of Economics

Kiesling, Herbert, Ph.D. (Harvard University, 1965), Associate Professor of Economics

Klein, Michael, Ph.D. (Northwestern University, 1968), Assistant Professor of Economics

Kuznets, Paul W., Ph.D. (Yale University, 1964), Associate Professor of Economics

Loescher, Samuel M., Ph.D. (Harvard University, 1950), Professor of Economics

Magill, Michael J. P., Ph.D. (Brown University, 1970), Assistant Professor of Economics

Miller, Taulman A., Ph.D. (Yale University, 1943), Professor of Economics

Morrison, Clarence, Ph.D. (University of North Carolina, 1964), Professor of Economics

Orr, Lloyd D., Ph.D. (Northwestern University, 1964), Associate Dean of the College of Arts and Sciences, and Associate Professor of Economics

Pleeter, Saul, Ph.D. (State University of New York at Buffalo, 1971), Assistant Professor of Economics

Roberts, Harrison K., Ph.D. (Indiana Univesity, 1971), Assistant Professor of Economics

Saunders, Phillip, Ph.D. (Massachusetts Institute of Technology, 1964), Professor of Economics

Schweitzer, Arthur, Ph.D. (University of Basel, Switzerland, 1936), Professor of Economics

Shere, Louis, Ph.D. (Columbia University, 1932), Professor Emeritus of Economics

Spulber, Nicolas, Ph.D. (New School for Social Research, 1952), Professor of Economics

Stolnitz, George J., Ph.D. (Princeton University, 1952), Director of the International Development Research Center; Associate Director of the International Affairs Center; Professor of Economics

Stromsdorfer, Ernst, Ph.D. (Washington University, 1962), Associate Professor of Economics

Sturgeon, Robert R., M.B.A. (Harvard University, 1943), Assistant Dean of the College of Arts and Sciences, and Lecturer in Economics

von Furstenberg, George, Ph.D. (Princeton University, 1966), Associate Professor of Economics

Walton, Gary M., Ph.D. (University of Washington, 1966), Associate Professor of Economics

Whalen, Edward L., Ph.D. (Princeton University, 1964), Associate Dean for Academic Affairs and Budgetary Planning; Associate Professor of Economics

Wicker, Elmus R., Ph.D. (Duke University, 1956), Professor of Economics

Wilson, George W., Ph.D. (Cornell University, 1955), Dean of the College of Arts and Sciences, and Professor of Economics

Witney, Fred, Ph.D. (University of Illinois, 1947), Professor of Economics

Witte, James G., Jr., Ph.D. (Indiana University, 1956), Professor of Economics

Indiana University Directory

Bloomington, Indiana 47401

Completed Applications

(including transcripts and recommendations)

Administrative Director of Graduate Programs
Graduate School of Business, Room 254

Application Fees

Bursar
Bryan Hall 55

Employment

Full-Time Division of Personnel
201 North Indiana

Part-Time Office of Scholarships and Financial Aids
809 East Seventh Street

Financial Assistance

Scholarships, Assistantships, and Fellowships

Administrative Director of Graduate Programs
Graduate School of Business, Room 254

Loans

Office of Scholarships and Financial Aids
809 East Seventh Street

International Student Affairs

International Student Admissions
Student Building 213

International Services
Maxwell Hall 021

Housing

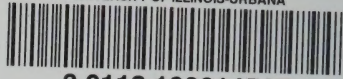
University Halls of Residence
801 North Jordan

Off-Campus Off-Campus Housing
801 North Jordan

Transcripts of Records

Office of Records and Admissions
Bryan Hall 35

UNIVERSITY OF ILLINOIS-URBANA



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